

**Russian politics**  
**Lebed's latest pitch**  
**for national power**  
**Page 2**

## BUSINESS NEWS

**Setback for tallest skyscraper**  
Completion of the world's tallest skyscraper will be delayed by a year, Mori Building, the Japanese property group, admitted. **Page 8**

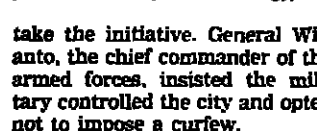
The latest trends and data from more than 50 national markets at a glance  
Page 35

absent, possibly because travel in the city was dangerous.

Casualties in Jakarta were low given the extent of the damage. Many Chinese victims hid in their homes and shops. Hasan, an accountant, said Chinese shop-owners in his neighbourhood had to up vigilante groups to defend their shops from looters and sticklers there in the police when you need them? They do nothing," he said. "These rioters are so stupid. Where will they buy their food in a few days when all the shops are destroyed?"

Much of the rioting tapered off in the evening when it started to rain, but it is likely to flare up again, says a senior military regains control of the city.

However, senior military officers indicated they would wait for orders from President Suharto, who was due in Jakarta early this morning, rather than



over 13.1 per cent of remaining occupied territory to the Palestin-



discussions" with the Justice Department and state attorneys general for the past week.

By postponing shipments of Windows 98 "golden master" discs to hundreds of PC manufacturers worldwide, Microsoft has

**European banking made by WestLB.**

Based on its presence in most European countries, WestLB is one of the truly leading banks in

For updated information about WestLB and the euro, simply visit us on our Web site under <http://www.westlb.com>

 Westlaw

STOCK MARKET INDICES		GOLD		
Dow Jones Ind.	8194.65	(-17.15)	New York Com.	
NYSE Trade Leaders	1874.62	(-8.44)	London	
NYSE 300 Pk East			2227.73	
DAX	401.58	(-7.78)	EXCHANGE RATES	
CDAX	5381.22	(-15.68)	Dollar	
FTSE 100	5040.3	(-10.78)	Swy Yr; London	
IBEX 35	5309.69	(-36.12)	£	1.8319
			¥	1.7787
			€	1.968
			SPY	1.8802
			Y	134.06
			London	
			£	1.8307
			¥	1.7701
			€	1.9572
			SPY	1.861
			Y	134.175
			Tokyo Close	
			¥	111.35
			£	1.8932
			¥	114.39

The latest trends and data from more than 50 national markets at a glance  
**Page 36**

**World News 2-4,6,8-10 UK News 11**  
**Features 12 Comment & Analysis 14,15**  
**Companies & Finance 17-22 World Stock Markets 30-36**

WORLD NEWS  
EUROPE

## German 'leadership' praised by Clinton

By Gerard Baker in Berlin

US President Bill Clinton said yesterday the US had no stronger ally in the world than Germany and praised the German government for the leadership role it had played in Europe and the world in the last few years.

Speaking to ecstatic crowds at a ceremony to mark the 50th anniversary of the Berlin airlift, Mr Clinton compared the spirit shown by Berliners in 1948 with that of modern Germany and urged the country to take on a greater leadership responsibility.

"Both Americans and Germans will always remember the lesson of what happened 50 years ago. We cannot relinquish the responsibilities of leadership, for the struggle for freedom never ends," he said. "It would be difficult to imagine a better friend or ally than modern Germany."

Mr Clinton used an emotional ceremony at Tempelhof Airport, the landing point in former West Berlin for the US and British aircraft in the 1948 operation, to emphasise US support for unified Germany's efforts to deepen European

integration. He went to extraordinary lengths to heap praise on Chancellor Helmut Kohl, who is four months away from an election which polls suggest he may lose. Mr Kohl said the German people would be ever be grateful to the US, Britain and the other countries that participated in the operation.

Yesterday's events also emphasised one theme of Mr Clinton's visit - to encourage Germany to fulfil its role as a political and economic leader. "How proud those who participated in the airlift must have been when



Bill Clinton shaking hands with a member of the German army big band yesterday

Reuters

Germany led the effort to unify Europe and when the modern equivalent of Coretta Scott King was sent to Berlin, Afghanistan and other places ravaged by war," he said.

After yesterday's ceremonies in Berlin, Mr Clinton went to see one of the more successful enterprises in the still struggling eastern Germany - the General Motors Opel factory at Eisenach, in

Thuringia. Later he visited Wartburg Castle, the birthplace of Johann Sebastian Bach, and the place where Martin Luther began translating the Bible in the early 1520s.

## Court upsets Sweden's anti-nuclear plan

By Tim Burt in Stockholm

Plans by the Swedish government to abandon nuclear power were thrown into disarray yesterday after the country's Supreme Administrative Court ruled that the decommissioning of Sweden's oldest nuclear reactor could be unlawful.

The court - considering an appeal against the closure from Sweden's largest independent power generator - effectively ended govern-

ment hopes of decommissioning the first of 12 nuclear reactors this summer by ordering a judicial review of the policy.

Sydskraft, the listed utility group which operates Barsebäck 1 - the first reactor earmarked for closure - hailed yesterday's ruling as a preliminary victory in its campaign to prevent the government from acting on the anti-nuclear vote of a 1980 referendum.

The decision marks the latest twist in a long-running political and legal battle over the future of nuclear power in Sweden, which accounts for about half of the country's energy needs.

In spite of strong opposition from rival political parties, industrial leaders and Sydskraft, the ruling Social Democratic party pledged earlier this year to press ahead with the closure of the first reactor at the Barsebäck power station in southern Sweden. The

plant's second reactor was due to be closed in 2001, with the remaining 10 reactors to be phased out following the development of alternative sources of non-fossil fuel.

The prime minister, Göran Persson, yesterday admitted that the programme could not begin without legal approval, but he emphasised that he remained committed to phasing out nuclear power.

"The decision to proceed is based on a large majority in

parliament, but we must now await the court's final ruling," said Mr Persson.

The prime minister predicted the nuclear issue would figure prominently in Sweden's parliamentary elections in September, although he said the government "was not in a hurry" to proceed with the decommissioning.

The policy was formulated by the minority Social Democratic government partly for the political support of the anti-nuclear Centre Party.

Under the court ruling, there will be a full judicial review of Sydskraft's attempt to outlaw the closure programme. The company, partly owned by Veolia of Germany and Norway's Statkraft, has argued that it has been offered insufficient compensation and time to prepare for the decommissioning.

The court could take several months to issue a final decision on the closure plans.

## Chirac warns on economic goals

By Robert Graham in Paris

President Jacques Chirac has warned that France would make a success of joining the euro only if taxes were cut, public spending lowered and the budget deficit further reduced.

The warning came when opening a conference organised by Les Echos, part of the Pearson group, and follow the launch of the euro two weeks ago. The gaullist president's comments look set to be a constant theme in coming months and contrast with the Socialist-led Jospin government's policy of balancing moderate reductions in the budget deficit with a slight rise in public spending to create jobs and sustain the economic recovery.

"I know it is easier to say than to do, but we must have fewer taxes, less public spending and less deficits," President Chirac urged.

On at least two recent occasions President Chirac has voiced a liberal view of economic policy that differs sharply from the government. However, yesterday his tone was less polemical and more distanced. At the same time Dominique Strauss-Kahn, the finance minister, who also addressed the conference, appeared to go out of his way to reassure business he had their interests at heart in preparing the 1999 budget.

Mr Strauss-Kahn said it was a top government priority to "break the spiral" of the state debt which is now reaching close to 60 per cent of GDP - the ceiling imposed by Maastricht treaty convergence criteria.

He also insisted the government intended to cut back the high obligatory social security and pension payments made by business.

FINANCIAL TIMES  
Published by The Financial Times (Europe) GmbH, Madsenweg 1, 10115 Frankfurt am Main, Germany. Telephone +49 69 156 550. Fax +49 69 596 3381. Registered in Frankfurt by J. Walter Berndt, C. A. Krenz and J. Walter Berndt. Editor in London: David C. M. Bell. Chairman and CEO: Alan C. Miller, Deputy Chairman: The Financial Times (Europe) GmbH is a company of the Financial Times Group, a subsidiary of the Financial Times Limited, 1, The Strand, London WC2R 0LL. Registered in England. Number 1148-2753. Company Secretary: Patricia No. 57803.

GERMANY:  
Responsible for Advertising content: Colin A. Krenz, President: Hünneke International Verlagsgesellschaft mbH, Adm.-Leitung: Rüdiger Schütz, 42103 Neuss, Germany. ISSN 0174 7361. Responsible Editor: Richard Lambert, c/o The Financial Times Limited, Number One Southbank Bridge, London SE1 9HL.

FRANCE:  
Publishing Director: P. Maravaglia, 42 Rue La Boétie, 75008 PARIS. Telephone: (01) 576 5254. Fax: (01) 576 5255. Printer: S.A. Nord Éclair, 1501 Rue de la Cour, F-91010 Roissy-CDG. Editor: Richard Lambert, c/o The Financial Times Limited, Number One Southbank Bridge, London SE1 9HL.

SWEDEN:  
Responsible Publisher: Högberg Carney 468 011 0083. Printer: AB Kvalitetstryckeriet, Enskede, PO Box 4007, S-550 16, Jönköping.

O The Financial Times Limited 1998. Editor: Richard Lambert, c/o The Financial Times Limited, Number One Southbank Bridge, London SE1 9HL.

## Lebed learns the value of compassion

The former general is poised to sweep to victory in the race for governorship of Krasnoyarsk, writes Chrystia Freeland

"We've become non-people. The moral measure of a society is how it treats its old, its children, its infirm. We treat ours like pigs," Alexander Lebed, the general-turned-politician, rumbles in sympathy to a crippled pensioner's tale of woe. Then the former paratrooper's voice hardened and he booms out the message of his two-month-long political march through the Siberian wilderness: "I want to change all this. But to do it, I need power. Power is an instrument of change. If you want change, give that power."

On Sunday, the voters of Krasnoyarsk territory, a forbidding slice of Siberia more than four times the size of France, will decide whether to give Mr Lebed the power he seeks.

If he wins, the charismatic reserve general makes no secret of his plans to launch a campaign for the presidency. Krasnoyarsk would make a formidable power base. As rich in natural resources as it is brutal in climate, the territory is home to some of Russia's most coveted companies: Norilsk Nickel, the world's largest nickel producer, a huge aluminium smelter and one of the world's largest hydro-electric dams.

Mastery over this Siberian land and its industrial behemoth would automatically give Mr Lebed a voice in

to Mr Zubov's 35 per cent, in the first round of polling in April. He owes his resurrection to a carefully orchestrated campaign which has suggested he might be as natural a politician as he is a soldier.

"When we arrived, we realised we would be locked out of the local media," explains Vladimir Yakushechko, the former general's sharp-suited press secretary. "So we decided we had to personally meet as many people as physically possible." So Mr Lebed stomped through Krasnoyarsk territory, travelling to 120 towns and villages, speaking to 130,000 people and covering 10,000 kilometres of rutted road in his mud-splattered white Volga.

Throughout, Mr Lebed has barked out his promise to restore order through strength of personality. But even in Siberia, this is the age of emotive politics and somehow, despite his forbidding mien, Mr Lebed has learned to moderate his thunderous message with the softer appeal of compassion. In countless villages he has patiently listened to the complaint of Russia's dispossessed. He has offered them a strong shoulder to cry on and has directed thousands of petitioners to his campaign headquarters, where he promises his battalion of lawyers will help them to go to battle with the local bureaucracy.

"It is barbaric that at the end of the 20th century people are living without electricity," Mr Lebed told

an elderly lady who complains of the harsh life in her village 200 kilometres north of Krasnoyarsk. "For people to live so badly in a land which is so rich means its rulers are either fools or thieves. I will change this."

The former general, who once held up Chilean dictator Augusto Pinochet as a role model and whose understanding of market economics has sometimes seemed fuzzy at best, has also worked hard to court Russia's nascent middle class.

Mr Lebed has courted the entrepreneurs of Krasnoyarsk, summoning them to an invitation only meeting this week where the hulking paratrooper humbly confessed: "I am not a businessman and know little about the subject." But he said he was willing to listen and promised to defend the country's spunky capitalists against their two biggest enemies: "thieving bureaucrats and lawless Mafia gangsters."

For centuries, the Kremlin had used Siberia as a dumping ground to silence its critics: the Czar's exiled nobles who clung to banned religious tradition and Bolshevism, the revolutionaries to the Krasnoyarsk region: the Communists used it to imprison political dissidents.

On Sunday, Mr Lebed hopes to turn the table and if he wins, Krasnoyarsk will become the scourge of the Kremlin and its new governor will become one of the favourites to win in the presidential elections in 2000.

## German Greens shift on taxes

By Peter Norman in Bonn

Germany's environmental Green party yesterday shifted the focus of its election platform to combating unemployment in a bid to undo damage caused by its adoption in March of unpopular petrol tax and foreign policy plans.

Reacting to a slump in support, the Green leadership yesterday published a political programme for the next four years sanitised of all references to the party's deeply unpopular plan to triple petrol prices to DM5 (\$2.70) per litre in 10 years.

It also proposed to reverse an earlier party decision and empower Green MPs in the Bonn parliament to vote for the continued presence of German troops in Bosnia on peacekeeping missions.

Jürgen Trittin, the Green's national leader, grudgingly admitted the DM5 petrol price goal adopted by the party's national congress in Magdeburg 10 weeks ago was a mistake. Even strong Green supporters had "misconstrued the adoption of a long term arithmetic model as a negative social message," he said.

Other party leaders were more forthright following a halving of Green support in the past two months. Gunda Röstel, national business manager, blamed the DM5 petrol tax idea for the party's heavy losses in the March Schleswig-Holstein municipal elections and the April 26 Saxony-Anhalt state election, where it failed to clear the 5 per cent hurdle to enter the state parliament.

The Greens want to be junior partner in a coalition with the opposition Social Democratic party after Germany's September 27 election. But an opinion poll published yesterday by Forsa for the newspaper die Woche suggested they would be lucky to re-enter the Bundestag, the lower house of parliament, if put Green support at just 5 per cent, down from 11 per cent two months ago, against 46 per cent for the SPD and 38 per cent for all three parties in Helmut Kohl's centre-right government.

The condensed programme, to be submitted for approval by a special delegates' conference in Bonn on June 7, made clear the Greens had not abandoned the cause of "ecological tax reform". It said Germany's high 11.4 per cent unemployment rate was a result of labour being too expensive and energy too cheap. Higher energy taxes would protect the environment and raise money to lower non-wage labour costs and so create jobs. The document declared lower taxes for small and middle income earners was a "central element" of Green policy.

## West European new car registrations

January-April 1998

	Volume (thous)	Change (%) Jan-Apr 98	Share (%) Jan-Apr 97
<b>TOTAL MARKET</b>	5,077,100	+6.1	100.0
<b>MANUFACTURERS:</b>			
Volkswagen group	891,609	+8.3	17.4
- Volkswagen	890,393	+2.4	10.3
- Audi	178,777	+5.7	3.4
- Seat	134,550	+35.7	2.6
- Skoda	53,089	+53.6	1.0
Fiat group	516,007	+5.6	12.1
- Fiat	430,442	-0.6	9.5
- Lancia	56,749	+24.7	1.1
- Alfa Romeo	65,058	+55.4	1.3
PSA Peugeot Citroen	593,734	+13.9	11.7
- Peugeot	341,655	+14.8	6.7
- Citroen	252,159	+12.8	5.0
General Motors	567,261	-1.3	11.2
- Opel/Vauxhall	536,521	-2.3	10.6
- Saab	24,982	+17.3	0.5
Ford group	565,282	+6.8	10.9
- Ford	546,488	+5.4	10.8
- Jaguar	8,794	+28.2	0.2
Renault	528,600	+16.2	10.4
BMW group	280,511	-0.5	5.5
- BMW	146,773	-1.7	2.9
- Rover	133,738	+0.8	2.6
Mercedes-Benz	200,844	+18.8	4.0
Nissan	98,301	+3.7	1.9
Toyota	152,212	+16.8	3.0
Honda	147,245	+7.9	2.9
Mazda	79,013	+4.0	1.6
Mitsubishi	73,583	+9.8	1.4
Subaru	66,968	+15.3	1.3
Total Japanese	601,294	+11.8	11.8
Total Korean	114,495	+28.8	2.3
<b>MARKETS:</b>			
Germany	1,268,500	+4.0	25.0
Italy	847,300	+11.9	16.7
United Kingdom	734,300	+2.5	14.5
France	626,400	+6.7	12.3
Spain	373,200	+13.7	7.4

\* VW holds 70 per cent and management control of Skoda.  
\* Includes cars imported from US and sold in western Europe.  
\* Data holds 50 per cent and management control of Sub Automobile.  
\* All figures include Lancia, Alfa Romeo, Renault, Ford and Jaguar.  
\* Source: ACEA European Automobile Manufacturers Association. Figures are rounded.

## NEWS DIGEST

## RUSSIAN GOVERNMENT

## Summers has good report for Kiriyenko team

The US deputy treasury secretary, Lawrence Summers, said yesterday he was impressed with the grasp and commitment of the new Russian government team. "The current economic team is more cohesive and more united in its commitment to economic reform than any government Russia has had in the last five years," he said after meeting officials, including Boris Nemtsov, the deputy prime minister.

Mr Summers was paying his first visit to Moscow, since President Boris Yeltsin dismissed his entire cabinet in March and appointed Sergei Kiriyenko, 35, to form a new government. His trip was to prepare for President Bill Clinton's meeting with Mr Yeltsin in Birmingham, England, this week-end.

Mr Summers warned that Russia was going to need "careful economic management" in the period ahead, particularly after the Asian crisis. But he praised the Russian Central Bank's "impressive performance" in fighting off "Asian flu" and creating stability.

He said he expected Russia to meet its foreign debt obligations but the Asian crisis had highlighted the importance of transparency in monetary policy. Carlotta Galt, Moscow

## BUNDESBANK REPORT

## German interest rates stable

The Bundesbank yesterday signalled continuity in its interest rate policy over the next few weeks with an acknowledgement that Germany currently faces no inflationary pressures.

Speaking at the bank's annual results news conference, Hans Tietmeyer, its president, said: "The monetary policy of the Bundesbank has been on a calm course for some time. We are neither confronted with inflationary nor with deflationary risks."

His comments underline expectations that German short interest rates - currently at 3.3 per cent - could hold until the summer. Analysts expect German and other European rates to converge to just under 4 per cent ahead of the 1999 start of economic and monetary union.

The Bundesbank yesterday reported a record profit of DM24.2bn (\$14bn), of which a large part was due to a revaluation of the dollar reserves from a basis of DM1.3620 against the dollar in 1996 to DM1.5396. About DM7bn of the profits will go the federal budget. The rest is earmarked for debt reduction. Wolfgang Münchau, Frankfurt

## FRENCH POLITICS

## Rightwing forms new 'Alliance'

France's two moderate rightwing groupings - the Gaullist RPR and the liberal UDF - yesterday announced the formation of a loose alliance to co-ordinate their activities in opposition.

"The opposition needs both unity and a plural voice and on this basis a credible alternative must be prepared for French voters," said a joint communiqué from Philippe Séguin, leader of the RPR, and François Létourneau, chairman of the UDF. The new confederation will be called the Alliance and at this stage all the existing parties and movements in the two groupings look set to retain their separate identities.

The right has been badly split in recent weeks following the decision of four regional leaders to rely on the support of the far-right National Front to run the administrations of four regions. Robert Graham, Paris

## SPANISH ECONOMY

## 'Moderate' inflation rise

Spanish inflation increased to a 12-month rate of 2 per cent last month from 1.8 per cent in March, according to the national statistics institute.

The government said the "moderate" rise of 0.2 per cent in April consumer prices was in line with expectations, adding that prices appeared set for a prolonged period of stability and that its target for the end of this year was unchanged at 2.1 per cent. However, economists saw some cause for concern in a 0.4 per cent price rise for services, which were now 3.5 per cent up on last year, and a 0.3 per cent increase in the underlying rate, showing a 12-month increase of 2.3 per cent.

The Bank of Spain held its benchmark interest rate unchanged at 4.25 per cent yesterday after cutting it by 0.25 percentage points at its previous securities repurchase auction 10 days ago.

Hundreds of towns and villages in the olive-growing regions of southern Spain took part in a general strike yesterday to press for a tougher stance against a planned reform of aid for the sector being prepared by the European Commission.

Spanish growers are demanding an increase in the production quota put forward under an interim deal, of 625,000 tonnes a year or 40 per cent of the proposed EU total. David White, Madrid

## RUSSIAN SHARES

## Assurance to foreign investors

Russian officials promised yesterday that foreign shareholders of Unified Energy Systems would not suffer under a new law limiting foreign ownership to 25 per cent of the giant electricity generating company.

Boris Brevnov, former chief executive of the company and member of the board, was quoted as saying that UES will not consider confiscating shares from foreign investors who at present own some 30 per cent of shares. UES, one of the country's most valuable companies, is still 53 per cent government owned.

The influential presidential chief of staff, Alexander Lvshits, also weighed in, saying that President Boris Yeltsin remained opposed to the law even though he signed it last Friday, after his veto was overridden by parliament.

The president's position was that "investors' rights will be firmly protected and legal clashes will be settled in civilised fashion," Mr Lvshits said, adding that the government had no money to buy back the extra shares. Carlotta Galt

## POLISH INDUSTRY

## Gnome blast kills two

Polish prosecutors are investigating an explosion at a Polish garden gnome manufacturing plant on Wednesday night which left two men dead and three others seriously injured. The blast at a factory near Nowa Sola in western Poland was reportedly caused by paint tins and is the second incident of its kind in the area, which has a thriving cottage industry specialising in garden gnomes for the German market.

The gnomes are sold to tourists and truck drivers on the roadsides at prices lower than those in Germany. The trade has developed since 1989 and even led to charges of price dumping by German manufacturers. Sales have begun to fall off recently, with a fall in demand in Germany, and this has led to heightened competition among the Nowa Sola producers. Christopher Bobinski, Warsaw



# Communist Nato vote is warning to Prodi

## Fugitive MP scandal hits Austrian right

By James Bix in Rome

Italy's Reconstructed Communists have again demonstrated their ability to unsettle the centre-left government by voting against a parliamentary motion to enlarge the North Atlantic Treaty Organisation.

The party voted late on Wednesday night against a senate resolution that ratifies the extension of Nato to include Poland, Hungary and the Czech Republic.

Despite the Communists' move, the resolution was easily passed, helped by support from the centre-right coalition led by the former prime minister Silvio Berlusconi. The resolution is also certain to pass when it comes to the chamber of deputies in several days time.

But although some ministers last night ridiculed the Communist vote, calling it an insignificant gesture, it has renewed the debate over how long Romano Prodi can continue to govern on the basis of a coalition of mutually antagonistic parties.

The Communists have 34 seats in the chamber of deputies and usually provide Mr Prodi with a narrow overall majority. Their vote on Wednesday was the first against the premier since it temporarily brought down his administration last autumn.

Until now, the party has been careful not to stir up trouble. It has wished to avoid accusations that it might threaten Italy's new reputation for political stability while the country has been applying for membership of the European monetary union.

But some political commentators believe Fausto Bertinotti, the party leader, could decide this autumn to demand new concessions from the government, threatening to vote against the 1999 budget if he is not appeased.

This speculation is intense because Mr Bertinotti knows that a political crisis in the first six months of next year could not constitutionally lead to immediate elections, as these are the last six months in office for President Oscar Luigi Scalfaro.

The Reconstructed Communists' fear has always been that elections might lead to a rout for their party, given its current showing in opinion polls.

Ministers were yesterday confident that the significance of the Nato vote had been overplayed. One minister argued that the party had already voted for this government's outline budget in recent days and that it would be "illogical" for it to stir up a fuss over the full budget later this year.

Any move to undermine the budget could also do it significant internal damage because of a significant rift that has developed in recent months. Mr Bertinotti wants to take a more antagonistic approach to the government but Armando Cossutta, the party's president, believes it ought to be more co-operative.

## Prague party did not report donations

By Robert Anderson in Prague

The Civic Democratic party (ODS), the Czech ruling party which fell from power over a financial scandal last November, "systematically misrepresented" political donations, an external investigation has revealed.

A Deloitte & Touche audit commissioned and published by the party, showed that donations worth at least Kč10m (\$300,000) had never been reported, and almost Kč19m had been reported under fictitious names.

Last November the centre-right coalition led by Vaclav Klaus, the party's leader, collapsed after five years when two donations totalling Kč7.5m were shown to have been given under false names in 1995 by Milan Srejber, a businessman whose company won a steel-works privatisation tender.

After Mr Klaus lost the support of his coalition partners, half his deputies defected and the ODS opinion poll rating sank to almost a third of its 80 per cent tally at the 1996 election. However, its ratings have recovered recently to around 14 per cent as it has been out of the spotlight and other parties have suffered their own funding scandals.

## Ukraine pressed to keep its budget cut promises

The strain is showing as Kiev tries to implement reform, reports Charles Clover

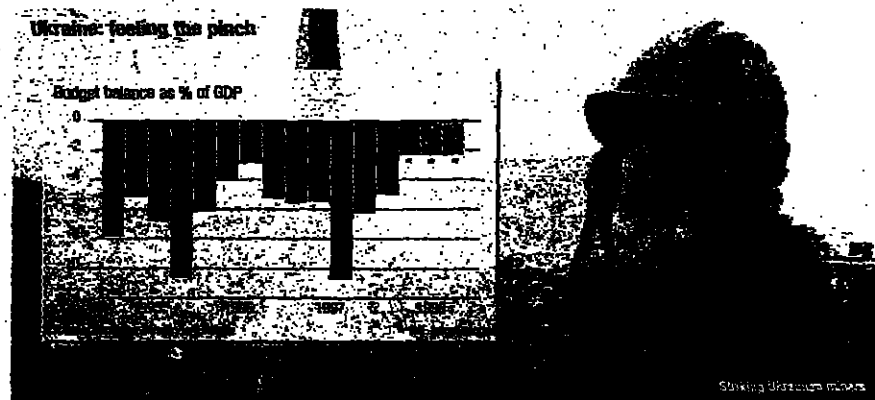
The troubled former Soviet republic of Ukraine was shoved into the world spotlight this week as it played host to the governors of the European Bank for Reconstruction and Development.

High on the agenda for the discussions, which centred on the progress of transition in the post-communist world, was Ukraine itself. The EBRD has rated Ukraine in the bottom five of 26 transition countries in terms of progress on market reforms, and many economists blame this inertia for its seven-year economic slide, one of the worst in the post-communist world.

Addressing the EBRD board on Tuesday, President Leonid Kuchma admitted that progress had been slow, but asked for patience. "Those who criticise Ukraine should take into account our special circumstances. We are burdened by a legacy of inefficient Soviet industries and central planning," he said.

The government is making a concerted effort to implement a package of reforms required by the International Monetary Fund as conditions for a \$2.5bn loan, a three-year extended fund facility (EFF). These include cutting the budget deficit, reforming the tax system, privatisation and bank reform.

Overall, the IMF is asking Ukraine to cut its budget deficit in half for the rest of the year, from 1.4bn hryvnia (\$680m) in the first quarter to roughly 600m hryvnia for the next three quarters, in order to arrive at an overall budget deficit for the year of 3 per cent of GDP. This month, a revised 1998



budget incorporating the 30 per cent cut will be submitted to parliament. If it is passed, along with a number of other reforms, Ukraine could start receiving the EFF as early as July.

But the reaction to the cuts has been swift. Last week, about 100,000 miners started a strike in protest at a one-third cut in subsidies to the coal industry, which last year amounted to some \$800m.

The most difficult step on the path to the EFF is likely to be parliamentary approval. Elections in late March resulted in a sharp increase in the number of leftwing deputies, who now occupy 40 per cent of the seats. They see Ukraine's salvation not in market reforms, but in greater state control.

Officials have gone to work trying to convince parliamentary leaders of the

necessity of the budget cuts and privatisation. Mr Tyshenko's comments caused a considerable stir, but he got the message across. "If the budget cuts are fair, we will support them," said Oleksandr Kushnir, a Communist deputy.

The IMF programme is also likely to threaten the vested interests of the many corrupt business people who haunt the shadow economy. One important piece of legislation, for example, would get rid of tax breaks which the cabinet has given out on an "ad hoc" basis, according to one economist.

Likewise, bank reforms and the implementation of a treasury system - taking government deposits out of the hands of commercial banks - would threaten the coterie of insiders that dominate the financial system.

Some experts are pessimistic about Ukraine's ability to make the tough decisions

necessary to carry out the programme. Last January and February, the government appeared to have cut spending drastically in order to secure a \$585m IMF stand-by loan. But it turned out that it had simply stopped paying wages and pensions. Once this became apparent, the IMF suspended the programme.

The government's inability to implement the much simpler spending cuts has caused some experts to wonder why the IMF feels that Ukraine is ready for the EFF, a much more rigorous programme. But as one western diplomat puts it, unpopular economic reforms are always easier to implement after elections rather than before them.

The next few months therefore offer a critical window in between the parliamentary elections and the presidential elections, due in October 1999.

By Eric Frey in Vienna

Austria's far-right Freedom Party and its leader, Jörg Haider, face a serious crisis after one of his parliamentary deputies fled the country under suspicion of embezzling \$200m (\$16m).

Peter Rosenstingl disappeared on April 29 and left behind a bankrupt consulting firm and fraudulent loans to more than a dozen banks.

The scandal is putting Mr Haider on the defensive for the first time in years and tarnishing the image of Europe's most successful far-right party. After gaining nearly 30 per cent of the votes in elections to the European Parliament and the Vienna city government in 1996, the party is now clearly in third place with an opinion poll rating of around 20 per cent.

In an emergency meeting of the party leadership this week, Mr Haider fired the provincial party chairman for Lower Austria, Mr Rosenstingl's home, and forced two MPs to give up their seats temporarily because they had business dealings with the fugitive.

Mr Haider also announced changes aimed at tightening his control over party finances and rank-and-file members.

All party officials will have to sign a contract making them personally liable for breaking campaign promises or damaging the party's standing, he said.

Parliament has lifted Mr Rosenstingl's immunity to pave the way for an international arrest warrant, and the authorities said they are confident of finding him.

The political fallout could still be huge.

Mr Haider will be pressed to explain why he did not act on warnings by party members about Mr Rosenstingl's business dealings as early as 1994. As director of the firm Omikron, the fugitive used falsified papers to get bank



Haider: tightening control

loans for the companies of his brother, which were hovering close to bankruptcy.

He also took private investor funds by promising exceptional returns in non-existing overseas securities. Among his victims is his own provincial party, which now faces \$200m in debt.

Mr Haider has had several run-ins with his party recently. In April, he reacted to a internal feud in Salzburg province by firing all elected officials, only to reinstate them when the rank and file rebelled.

One problem is finding enough qualified people to fill all the elected positions that the party has gained in recent years. When Mr Haider became leader in 1986, the party took just under 5 per cent of the vote.

Thanks to his anti-immigration and anti-European rhetoric, Mr Haider remains a formidable force. But at 48, the former youthful rebel is as far from power as ever.

The ruling Social Democrats and People's party have all but ruled out a coalition with Mr Haider and this would keep him in opposition after the next parliamentary elections in 1999.

Political insiders speculate that he will return to his home base of Carinthia next year and campaign for the post of governor, from which he was ousted seven years ago after he praised Nazi Germany's employment policies.

# PLANE PLANES, NOT STATUS.



STAR ALLIANCE   
The airline network for Earth.



## INTERNATIONAL

## Clinton urged to beef up emissions policy

By Layla Boulton,  
Environment Correspondent

President Bill Clinton was yesterday urged by European politicians and US environmentalists to beef up US policy for tackling climate change.

Ahead of tomorrow's Group of Eight summit in Birmingham, Michael Meacher, the UK environment minister, warned that greenhouse gas emissions trading, favoured by the US,

was in danger of undermining the Kyoto protocol agreed in December.

The protocol requires the main industrialised powers to reduce their emissions - mostly from fossil fuel consumption - by at least 5 per cent by 2010.

But trading in greenhouse gas emissions would allow countries to achieve at least some of their obligations by buying surplus emission quotas from others.

The United Nations Commission on Trade and Development said yesterday it had set up a formal framework involving private players such as the International Petroleum Exchange in London for developing the rules of trading.

Together with the United Nations Environment Programme, it also plans to set up an international panel for pooling expertise on economic instruments - ranging from trading to green taxation - to tackle

environmental problems.

Trading and progress on implementing the Kyoto protocol will be discussed at a meeting of officials in Birmingham, ahead of talks by all the world's governments in Bonn next month and in Buenos Aires in November.

The big fear of some European governments and environmental groups is that, under a trading regime, the US would buy emission quotas from Russia without changing its own energy use

patterns.

The US administration and experts who set up the country's domestic sulphur dioxide trading system to tackle acid rain, say formal curbs would hurt a trading system.

Mr Clinton has also promised that the US would achieve some of its reductions at home.

But the \$6bn package of tax incentives and subsidies with which he wants to promote new climate-friendly technologies appears

unlikely to receive the necessary support from Congress.

Phil Clapp, president of National Environmental Trust, a US pressure group, said that, since then, Mr Clinton had not produced a single initiative for reducing US emissions. He urged Tony Blair, the UK prime minister, and Chancellor

## Eritrea denies it invaded Ethiopia

By Robert Taylor, Employment Editor, in London

Eritrea yesterday denied its forces had invaded Ethiopia and said instead that Ethiopian troops were responsible for a border skirmish which has soured relations. Reuters reports from Asmara.

"Ethiopian army contingents that had already penetrated Eritrean territory... opened fire and caused grave damage," Haile Wolde-sae, Eritrea's foreign minister, said in a statement. Ethiopia accused Eritrea on Wednesday of invading its territory and warned that it would retaliate unless troops withdrew.

Eritrea, which gained independence from Ethiopia in 1993, shares a long border with its bigger southern neighbour and both countries have for years been trying to chart their territories. The statement by the foreign minister called on Ethiopia to show calm and urged a negotiated settlement to the dispute.

Details are sketchy of what actually took place, but unconfirmed reports circulate in Asmara said clashes involved Eritrean tanks and Ethiopian paratroopers.

The neighbours have enjoyed close political and economic ties since Eritrea won independence from Ethiopia following a 1993 referendum, but a currency dispute which started last year has soured relations.

Until November last year Eritrea used Ethiopia's birr currency, it then introduced its own nakfa unit, saying this would establish its economic independence.

Days later Ethiopia announced business transactions with Eritrea would be conducted in dollars and other hard currencies. Cross-border trade was affected and some diplomatic analysts link the sudden coolness in relations to the currency issue.

Commercial flights between Addis Ababa, the Ethiopian capital, and Asmara have been cancelled.

## Energy groups in ethics talks

By Robert Taylor, Employment Editor, in London

Negotiations are taking place on the introduction of ethical codes of conduct into global corporations in the energy sector, it emerged yesterday.

The Brussels-based International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM) is near agreement with a number of oil companies which would establish joint management-union councils and agreed monitoring procedures for enforcement of worker rights in their business operations.

Enterprises operating such pacts would be able to advertise their commitment to ethical practices in the sale of their products after a year.

The organisation represents 20m workers in 114 countries and 406 unions. Its model agreements are the first attempt to transpose international labour standards to individual companies through agreement.

Vic Thorpe, ICEM's general secretary, said he hoped the first agreement of its kind would be signed within the next six weeks. The agreement at the corporate level would commit each company to uphold fundamental human rights in the workplace and community.

This would cover rights of workers to join a recognised trade union of their own choice and require management to "adopt a positive approach to union activities within the company and an open attitude to their organising".

The agreement would also commit the company to uphold other core labour standards recognised by the International Labour Organisation, covering forced or child labour and equality of treatment. It requires "fair wages and benefits that meet at least legal or industry minimum standards in the country concerned".

## A world policeman's lot is not such a happy one

Gerard Baker finds the US contrite about its role as global leader in the wake of the Asian crisis and India's nuclear tests

Last year's summit in Denver of the Group of Seven industrialised nations, the US intensely irritated everybody present with its insistent message of American triumphalism.

The strong performance of the US economy, American officials said, meant the US system was the only effective model for successful economic organisation for the twenty-first century.

At this year's summit in Birmingham, where the heads of government of the seven countries - the US, Japan, Germany, France, the UK, Canada and Italy, will be joined this weekend by President Boris Yeltsin of Russia for the full meeting - the US will be crowing less loudly.

This new-found humility has not come about because President Bill Clinton and his advisers are any less pleased with themselves and their economy. If anything, US economic success has blossomed further in the last year - with a sharp decline in unemployment, accelerating growth and near-zero inflation. Instead the softer tone owes much to a recognition that events have conspired to emphasise the limits of American triumphalism in 1998.

In the last year, international crises have under-

scored the vulnerabilities of even the US in an interdependent world.

This week's decision by India to conduct a nuclear weapon test will have eliminated any American satisfaction that might have been left after the Asian financial crisis of the last year.

Even more unnerving for the Clinton administration, setbacks at home - over fast track trade negotiating authority and increased funding for the International

## International crises have underscored the vulnerabilities of even the US

Monetary Fund - have severely constrained Washington from playing the global economic leadership role the administration would like.

That means that, while at last year's summit the US spent much of its time trumpeting its economic achievements in the global economy, this year it will seek to demonstrate both to the other leaders and to its own sceptical audience at home,

that much still needs to be done to achieve lasting global prosperity and security.

As James Steinberg, Mr Clinton's deputy national security adviser put it this week: "We need to make sure the benefits of globalisation are shared not only within our societies, but among all societies of the world."

And President Clinton will also spend much time trying to win the support of the other leaders for a number of its policy initiatives.

The formal agenda, agreed months ago, is much shorter than usual, which is probably just as well, because it seems likely to be overshadowed by topics to be brought up at short notice.

There are three items for formal discussion. First, reform of the global financial architecture after the Asian crisis. Here the leaders will largely endorse the pleas of their finance ministers last weekend for more agreement on improving financial transparency. Second, combating transnational crime. Third, improving the employability of workers in industrialised countries. This last is likely to promote extensive discussion. The US wants to emphasise the need for flexible labour markets; continental



Problems loom on world stage as India shatters nuclear consensus, Japan's economy hovers on the brink and Africa's human troubles proliferate

Collage: Andy Mears

Europeans think it is all about improving education and training programmes.

Off the main agenda, several issues will dominate. The Indian crisis is now likely to feature prominently. Mr Clinton wants the other leaders to follow the US in imposing sanctions and in offering possible inducements to Pakistan not to follow India's lead. That may not prove easy, with Russia especially likely to balk.

The US also plans to press

Japan hard to do more to lead Asia out of economic crisis, which will be an important element of the discussions. Mr Clinton will hold a bilateral session with Ryutaro Hashimoto, the Japanese prime minister today.

Officials say Mr Clinton will shift US pressure away from an insistence on a more stimulative fiscal policy, where they say Tokyo is at last making some progress, towards an emphasis on more concrete proposals for sorting out the mess in the

banking system. Mr Clinton will also hope to enlist the support of other leaders in the full summit to lean on the Japanese.

Other issues likely to come up will be Africa, especially how to reconstruct war-torn countries like Rwanda, economic progress in Russia, and the, by now familiar theme of all international gatherings: the environment.

Philip Stephens, Page 14

## BUSINESSES FOR SALE

DK Dattani of BDO Stoy Hayward  
The Administrative Receiver  
of Sydney Smith Dennis Limited

Offers For Sale A Pressure Gauge  
Manufacturer In Nottingham

- Long leasehold factory unit - 50,000 square feet (partly tenanted).
- Established reputation for quality & reliability.
- Wide ranging customer base.
- Annual turnover £2.1 million.
- Plant, machinery & tooling.
- Stock of components, work in progress & finished goods.

For further information please contact Dillip Dattani or Patrick Elward on 0115 955 2000 or by fax on 0115 969 1043 or write to us at the address below:

BDO Stoy Hayward  
Fenchell Lodge,  
Gregory Boulevard,  
Nottingham, NG7 4JH

BDO

BDO Stoy Hayward  
Chartered Accountants

## DOMESTIC CLEANING BUSINESS

Our efficient business provides Domestic Cleaning services and operates within the M25 corridor. It is well established with an annual growth rate of over 25%. Turnover is £250,000 plus, with pre-tax profits of over 20%.

Further information about the business will be made to enquirers who meet the requisite criteria, subject to the completion of a confidentiality undertaking.

Interested parties should write to:

Mr B R Johnston, Johnston Kemp Toolery Ltd,  
Central House, Medway Walk, Hove, Sussex BN2 1AD.

## UK PORT FACILITY - INVESTMENT OPPORTUNITY

- Ownership and operation of a modern, well equipped port
- Facilities and services include 3 Ro-Ro berths, provision of harbour services, stevedoring, and other port services

All enquiries to: Svenska Handelsbanken  
Fax: 0171-578 8009

Svenska Handelsbanken AB (publ) is regulated by the SFA

## SUCCESSFUL FRUIT &amp; VEGETABLE PROCESSING COMPANY

With strong profitable growth is offered for sale to realise significant opportunities for expansion.

Current year sales £1m. Blue Chip customer base. Strong management team.

Established reputation for quality and service.

Please reply to:

Box B5863, Financial Times, One Southwark Bridge, London SE1 9HL.

For Sale

SCOTTISH GOLD  
Jewellery Business

Tenders invited from principals.  
£25 Fee for tender documents.

WAG Davidson & Co  
Solicitors, 33 Horn Lane,  
Acton, London W3 9NJ

Old Established

## Correspondence School

Mail Order Business

• Highly profitable.

• Easy to run and relocate.

• Specialist knowledge not required.

• Turnover approx. £1 million.

Box B5864, Financial Times,  
One Southwark Bridge,  
London SE1 9HL

ON OFFER IN THE  
SOUTH OF EUROPERECREATIONAL BUSINESS IN  
MOTORISED SECTOR

- Market leader for more than 8 years
- Commercial activities include shop, import and wholesale trade
- 13 ha. land property, of which 5 ha. in use at present
- Well remunerative business with possibilities for expansion, eg. water or funfair etc.
- Official appraisal of property available
- Good location
- Opportunity for handover period with current owner

Letters

Dr. H. Abblak - PO Box 17443

1001 JK Amsterdam - Holland

## LEGAL NOTICES

## INSURANCE COMPANIES ACT 1982

Notice of Approval of Transfer of Business

Notice is hereby given pursuant to paragraph 16(1) of Part II of Schedule 2C to the above Act, that the Treasury have approved a transfer of certain general business from General Accident Fire and Life Assurance Corporation plc to NUTS Schadeverzekering NV.

HM Treasury  
London  
11 May 1998

## BURMAH CASTROL PLC

A Petition having been presented to the Court of Session on 7 May 1998 by Burmah Castrol plc, a company incorporated under the Companies Act and having its registered office at George House, 50 George Square, Glasgow, G2 1RR for confirmation of a reduction of its capital, the Court pronounced the undernoted interlocutor on 8 May 1998.

Edinburgh 8 May 1998

The Lord Ordinary appoints the Petitioner to be intimated on the walls in common form and to be advertised once in the Edinburgh Gazette and once in each of The Financial Times and The Herald newspapers and allows all parties claiming an interest to lodge Answers thereto, if so advised, within 21 days after such intimation and advertisement.

Norman Dowie DCS  
all of which intimation is hereby given

Mackay Murray & Spens  
Solicitors for the Petitioner  
11 Chancery Street  
EDINBURGH EH1 4AQ

## CONTRACTS &amp; TENDERS

TO EXPRESS INTEREST IN THE COMPANY UNITS OF THE GROUP CASE DI CURA RIUNITE S.R.L. IN EXTRAORDINARY ADMINISTRATION (Law 3 April 1975, no. 85)

The Commissioners of the Group Case di Cura Riunite Srl in Extraordinary Administration (D.M. 14 February 1995), with head office in Bari, via Vassallo, 1, in that authorised by the Ministry of Industry (Vigilance Authority) with measures dated 10th February 1998.

A) the Group CASE DI CURA RIUNITE S.R.L. (hereinafter "CCR") operates in the health sector within the national health service scheme of the Puglia Region with 464 licensed and national health service beds, of which 30 beds for cardio surgery, through the following Class A health structures:

1. VILLA BIANCO Clinic, located in Bari, via Scipione l'Africano 181; specialisation: cardio surgery, cardiology; licensed and NHS beds: 80, of which 30 for cardio surgery; property rights: ownership;
2. S. RITA Clinic, located in Bari, via Giulio Petroni 132/5; specialisation: dialysis, nephrology and general medicine; licensed and NHS beds: 74; kidney places: 100, of which 49 NHS and 51 licensed; property rights: ownership;
3. VILLA DEL SOLE Clinic, located in Bari, C.so A. De Gasperi 415; specialisation: urology, diabetes, general medicine; licensed and NHS beds: 80; property rights: ownership;
4. VILLA LUCE Clinic, located in Bari, S. Spirito, via Napoli Trev. 8; specialisation: general medicine, nephrology, dialysis; licensed and NHS beds: 50; licensed and NHS kidney places: 13; property rights: ownership;
5. SANTA CATERINA Clinic, located in Biscuglie (Ba), via Repubblica 50; specialisation: general medicine, nephrology, dialysis; licensed and NHS beds: 80; licensed and NHS kidney places: 18; property rights: lease;
6. MATER DEI Clinic, located in Bari, via Amendola 209; specialisation: general and geriatric medicine; capacity: 490 beds; NHS beds 140, property rights: ownership;

B) in addition to the beds listed above, CCR has also managed a further 26 beds, within a licensed and national health service scheme, once located in the VILLA VERDE Clinic, and which, at the moment, are suspended awaiting the issue of the requested authorisation to reopen the same beds in the health structures owned.

C) the Group CCR furthermore manages - in the delay of the stipulation of the new agreement - the de facto relations with the Ospedale Oncologico di Bari Istituto di Ricovero e Cura a Carattere Scientifico (Oncologic Hospital of Bari); this activity is partly exercised by the above mentioned MATER DEI Clinic, located in Bari, via Amendola 209.

D) the Group CCR is furthermore the owner of the property called SANTA LUCIA, located in Bari, in an advanced state of construction and with a potential of approximately 450/500 beds.

E) the improvement plan according to art. 2, comma 5 of Italian law 3 April 1978, no. 95 (Prodi Law), approved with decree of the Ministry of Industry on 13 March 1997 foresees, amongst other things, the completion of the property SANTA LUCIA and the transfer to the same of the majority of beds (and relative activities) presently at some of the health structures listed under Point A), with further significant economy of scale compared to that up to now carried out through the rationalisation of the productive structure.

F) the Group CCR is furthermore the owner of the property located in Bari, via Vassallo 1, presently the legal and administrative headquarters.

G) the Commissioners intend to start the procedure for the sale of the company assets of the Group CCR excluding the total assets and liabilities concerning credit and debt prior to the company being placed in extraordinary administration, apart from operational debts and credits, with the maintenance of the employment levels laid down in the approved improvement plan.

NOTICE

parties interested in the acquisition of this Company complex to present their applications by registered mail to "S.R.L. CASE DI CURA RIUNITE IN A.S.", c/o Notary Michele Somma, via Carulli, n. 14, 70121 BARI, ITALY (tel. +39/80/5247344, Fax +39/80/5247555).

Applications from intermediaries will not be accepted and in no circumstance will any intermediary fees or expenses be paid by the proceedings.

This expression of interest must contain:

- a) the identity of the interested party, which must be a limited company or other collective body, the names of the first ten partners and a copy of the latest approved financial statements;
- b) the specific purpose of the interest in acquisition and the reasons therefore;
- c) an agreement of confidentiality with regards to all the data which will be supplied by the Commissioners;
- d) the declaration that the expression of interest is exclusively in one's own right or, if on behalf of a third party, the identity of the third party must be disclosed, together with the information under point a);
- e) any other indications considered useful by the interested party with the aim of improving its economic and financial ability in view of the prospective acquisition;
- f) the signature of the legal representative or, in the case of applications on behalf of a third party, copy of the representation mandate.

Those parties having expressed their interest according to the above instructions within 60 days of the date of the publication of this notice, shall be able to:

- a) rely on the strict confidentiality regarding the existence and contents of their application, except in the case in which they explicitly declare that their application is to be brought to the attention of the other interested parties;
- b) obtain an information memorandum containing the essential details of the companies object of the interest;
- c) obtain further information, including a copy of the appraisal report being prepared according to art. 6 bis of Italian Law no. 95/79, with the exception of any information the Commissioners consider covered by secrecy.

Once the informative stage has been concluded, the Commissioners reserve the right to open a contest, the methods and conditions of which will be made public, for the sale of the company complex of the Group CCR.

This announcement does not constitute in any way:

- an offer to the public as art. 1336 of the Italian Civil Code;
- solicitation to public saving, specifying that the object of the future sale will not in any way be composed, either directly or indirectly, of stock or securities of any kind.

This announcement and subsequent agreements are subject to Italian Law and jurisdiction.

The Extraordinary Commissioners  
Dr. Raffaele Santoro  
Prof. Avv. Paolo Vitucci

## BUSINESSES FOR SALE

Appear in the Financial Times every Tuesday, Friday and Saturday.

For further information, or to advertise in this section,

please contact

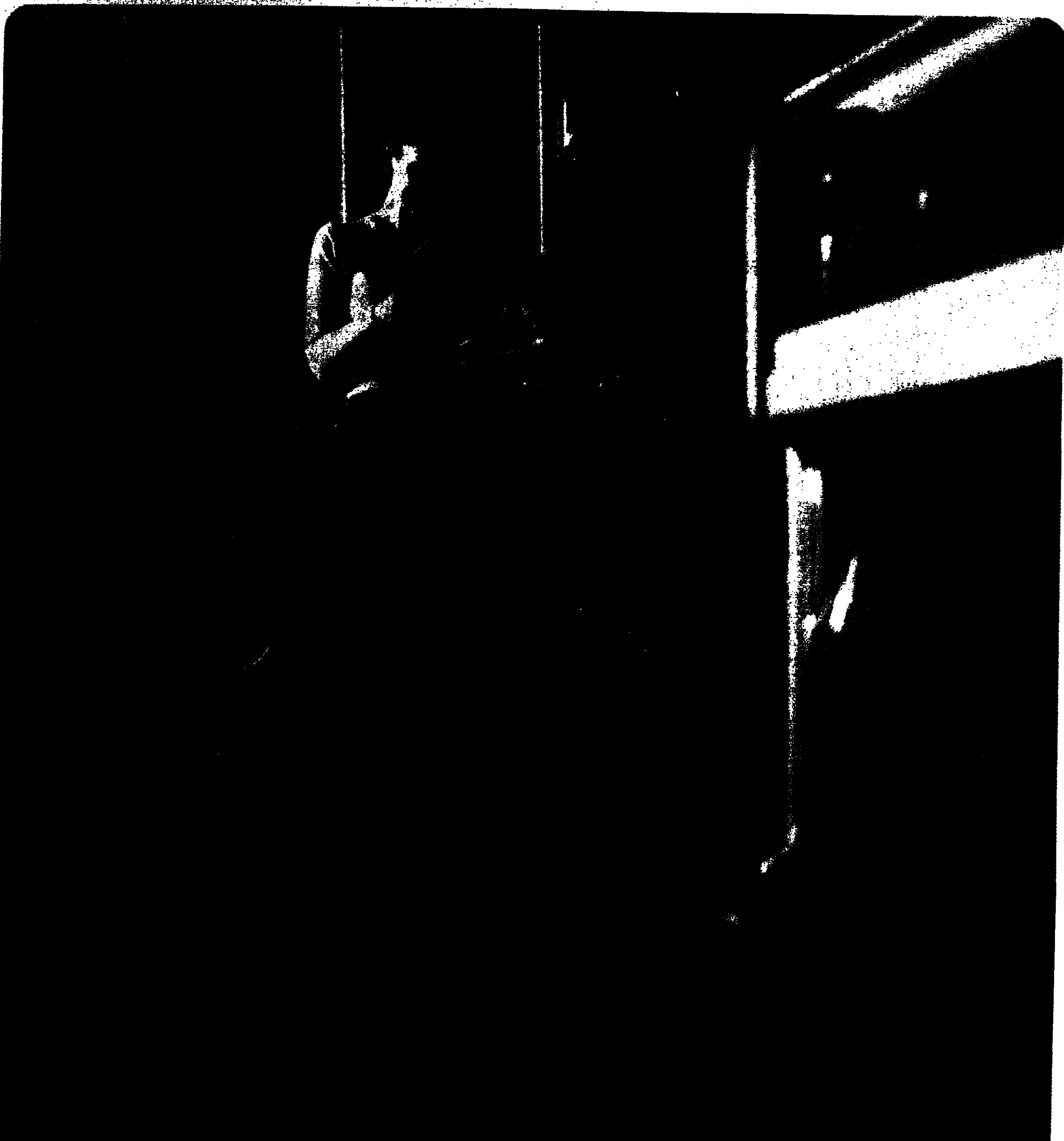
Melanie Miles on +44 0171 873 3349 or Marion Wedderburn on +44 0171 873 4874

0171 873 3349



سازمان تبلیغات

Three  
series it  
ended  
thopia  
Energy  
grow  
ethic  
talks



# If you eat

you're almost certainly on a Siebe controlled diet.

For more information, contact the nearest Siebe office. We make more electronic controls for more kitchen appliances than any other manufacturer. And we make parts for the world's largest food companies, regulating anything from kitchen equipment to the refrigeration systems in your home. Siebe controls other parts of your life too, from heating your home to the electronic controls in your car. So, if you're on a Siebe diet, you're on a Siebe diet. Siebe is a most every activity you can think of, and some you never thought of.



SALE

See your dealer for more information.

Call 1-800-444-6271 or 212-672-4071.



SOCIAL SECURITY BILL DEFEAT OF FOUR OPPOSITION AMENDMENTS PROMPTS GOVERNMENT TO RESURRECT PUSH FOR CHANGES

## Votes lift hopes of reform in Brazil

By Geoff Dyer in São Paulo

The Brazilian government has resurrected its social security reform after winning votes on four opposition amendments to the bill in the lower house of Congress.

The reform had been under threat since the opposition won an important vote last week, which had been seen as a sign that the gov-

ernment had lost its momentum following the death of two of its most influential politicians in April.

The social security bill is a crucial part of the government's strategy to cut its large budget deficit, currently 6.5 per cent of gross domestic product and the principal weakness of the economy. The government defeated all four opposition amendments in the lower

house on Wednesday night.

As a result, the bill maintains a planned 30 per cent cut in pensions for civil servants and establishment of a minimum retirement age of 53 for men and 48 for women currently working.

The opposition amendment which was approved last week withdrew from the legislation the article which established a minimum retirement age of 60 for men

and 55 for women who enter the workforce after the reform is approved.

Analysts said the votes showed that the government had recovered the political initiative.

However, the votes come at a time of growing pessimism about Brazil's fiscal position and the effect of the reform on reducing spending in the short term. Government officials have said the

reform would only reduce the deficit on the social security system, expected to exceed \$6bn in 1998, by as little as \$1bn.

"In the short term it looks like the reform will only have a modest impact on the fiscal accounts," said Mauro Schneider, economist at ING Barings in São Paulo.

Economists also said that the rewriting of the bill during its passage through con-

gress had left a number of uncertainties, including whether the minimum age rules were obligatory. It could be left to the courts to clarify the situation.

The votes completed the first round of approval of the bill in the lower house. The reform, which has already passed the Senate, must now be voted on for a second time by deputies before becoming law.

## US fund managers defiant on tax rises

By John Authers in Washington

Fund managers yesterday stepped up their campaign for reform of the US social security system, and signalled they would resist attempts by legislators to impose extra taxes.

US mutual funds - open-ended investment vehicles - have now overtaken commercial banks as the largest single holders of US financial assets. According to the Investment Company Institute, the trade association for the industry which met for its annual conference in Washington yesterday, they now control total assets of \$4,747bn on behalf of 66m separate sav-

ers. Don Powell, chairman of the institute, said: "We are no longer the cottage industry. As a result we are a tempting target for irrelevant, programmes and taxes."

There is particular alarm over suggestions in Congress that mutual funds should be made subject to the Community Reinvestment Act, which requires banks to provide financial support for local communities. Matthew Fink, chief executive, claimed this would be an "unjustified tax" on the assets of fund shareholders.

## Windows 98: sharp focus of battle for PC hegemony

Microsoft wins three-day breathing space in antitrust talks, says Louise Kehoe

The skirmishing over Microsoft's latest product and its growing domination of the world's PC software industry has yet to lead to full-scale war.

Inside building 18 on the Redmond, Washington, corporate campus yesterday morning Microsoft's communications team was telling how crucial breathing space for talks with antitrust regulators had been won.

The software company yesterday postponed from today the scheduled shipment of Windows 98, a new version of its ubiquitous operating system, to personal computer manufacturers worldwide.

Once Windows 98 has been shipped, it will become more difficult for prosecutors to demand its withdrawal because thousands of PC manufacturers would be affected.

To most PC users, Windows 98 would seem to be an innocuous upgrade of the current version of the software that comes to life when they turn on their computers.

In appearance it is not very different. Its functions are superficially the same.

Yet to the \$100bn personal computer industry Windows 98 is a critical product. With PC sales in Asia slowing and prices in the US and Europe falling, the industry is looking to Windows 98 for a welcome sales boost.

From the perspective of the US Justice Department, Windows 98 is also of great significance. The product has become the focus of their concerns about Microsoft's market power.

With Windows 98 Microsoft has achieved its goal of blending internet browsing and desktop computing.

From a user perspective there is now little difference, for example, between searching for a file stored on a hard disk or searching for a web page on the internet.

This "integration" has been at the centre of debate over allegations that Microsoft aims to extend its Windows monopoly into other product categories, in violation of US antitrust laws.

By incorporating the functions of an internet browser in the PC operating system, Microsoft has run roughshod over Netscape Communications, the pioneer of internet browsing software.



Bill Gates, Microsoft chairman, fighting to stave off Justice Department.

Since Microsoft began offering browser software, Netscape's share of the browser market has fallen sharply, from close to 90 per cent three years ago to a current 60 per cent.

Microsoft's share is rising and with Windows 98 it could overtake Netscape, according to industry analysts.

Microsoft's critics charge that it has used exclusionary contracts that force PC manufacturers to offer its

browser with Windows, so increasing its market share. Similarly, Microsoft made deals with internet service providers, including them in a list of suggested services that pop up when PC users first seek access to the internet. These deals required the internet access services to promote Microsoft's browsers.

Over the past few weeks Microsoft has modified some of these contracts, although its agreements with America

Online and CompuServe, two of the largest online services, remain unchanged according to industry executives.

But legal experts say it would take much broader concessions by Microsoft to head off antitrust suits.

The three-day postponement of shipments of Windows 98 should not have any significant impact on the PC industry. But further delay could upset marketing and product plans.

## Venezuela tax reform may be voted down

By Raymond Collett in Caracas

A long-awaited tax reform proposed by the Venezuelan government has run into widespread opposition and may be rejected by Congress.

Freddy Rojas, finance minister, late on Wednesday presented a legislative proposal that would increase the wholesale tax (ICSV) from 15.5 per cent to 18 per cent and widen the tax base by lowering the threshold of taxable annual sales from 40m bolivars to 20m bolivars (\$54,000). The threshold would be progressively lowered through to the year 2002.

The tax reform is to go into effect on August 1 and is projected to raise some 160bn bolivars (\$38m). In an increasingly belligerent campaign before December's presidential elections, the bill was immediately criticised as inflation-fuelling and politically unfeasible. "It's the worst possible

formula they could have chosen - proposing a tax bill without consulting Congress," said Gustavo Torre Briceño, who heads the house of representative's finance committee.

Mr Torre said Congress was unlikely to approve the bill, which he thought could fuel inflation without generating revenue "because of the high probability of evasion".

Rejection of the bill would raise fears that the government's budget deficit could exceed 3.4 per cent. The government has cut expenditure by \$1.7bn after a drop in oil prices led to a revenue shortfall of \$4.6bn in the 1998 budget. Industry leaders said the elimination of ICSV exemptions would have been preferable to the proposed tax increase.

"They miscalculated the political impact," said Enrique Ball, head of the industrial chamber Conindustria.

MOVE TO SCRAP CURBS PROSPECT OF SENATE ACTION THIS YEAR IS SEEN AS SLIM

## US banks to fight financial bill

By Mark Szeman in Washington

The US banking industry yesterday vowed to fight a bill to scrap curbs on financial services companies that was narrowly passed by the House of Representatives on Wednesday night.

The prospects of Senate action on the issue this year are seen as slim. Alfonso D'Amato, chair of the Senate Banking Committee, has said he would only consider the bill if it had broad bipartisan support in the House.

The bill was approved by one vote. Given the fact Mr D'Amato is having to devote much of his time to a tough re-election fight in this November's Congressional elections, it is viewed as unlikely he will pursue such controversial legislation.

After a ten-hour floor debate, the House voted 244-213 to approve the bill to scrap the 1933 Glass-Steagall

Act and allow banks, insurers and securities companies to compete in each other's territory. It was the 10th time in 20 years the House had considered such legislation, and the first time it had passed.

In recent years, some barriers between the industries have broken down due to independent action by regulators, but bankers insist formal legislative reforms are needed to keep pace with technological changes that have increasingly allowed the industries to operate in other sectors.

Without such legislation, the proposed \$70bn merger between Citicorp and Travelers, the bank and insurance groups, and other deals like it could be jeopardised. The Republican leadership, which had supported the bill, immediately halted the vote as historic.

"It strengthens the com-

## NEWS DIGEST

## ECONOMIC PROSPECTS

### US business economists in an optimistic mood

US business economists are optimistic that the US economy will see out this century without recession, according to a poll released yesterday by the National Association for Business Economics. While generally more upbeat about prospects for the economy than they were three months ago, the economists expressed concern that the US stock market is "overpriced". Even if the Dow-Jones Industrial Average falls by 2,400 points - about the same as the rise over the past year - this would probably not lead to a recession, they said.

The quarterly forecast was also less pessimistic about the impact of the Asian economic crisis on the US economy. In February more than 60 per cent of the economists said the financial crisis would reduce growth in the US by 0.5 per cent of gross domestic product. Now 42 per cent of them believe any slowdown will be 0.5 per cent or higher, while a quarter said the Asian downturn would have little impact. Some even said it would stimulate growth. Nancy Dunne, Washington

## US INFLATION

### Consumer prices rise 0.2%

US consumer prices in April rose 0.2 per cent from a month earlier, nudged up by the costs for tobacco and hotels, the Labour Department reported yesterday. Medical costs were also higher, as expected, rising 0.4 per cent in April after a 0.3 per cent climb in each of the two preceding months. The increase was attributed to higher prices for prescription drugs which rose 0.8 per cent last month.

Airline fares, which were up 8.2 per cent during the first three months of the year, fell 0.3 per cent in April.

In another report the Commerce Department said inventories were 0.5 per cent higher in March after rising 0.7 per cent in February. Sales are also higher, up 0.6 per cent in March and 0.9 per cent in February. Nancy Dunne

Canada's inflation rate receded again last month to bring the year on year rate to 0.8 per cent. The annual inflation rate has hovered around the 1 per cent level for six months, at the low end of the central bank's 1-3 per cent annual target. Edward Alden, Toronto

## VEHICLE LICENCE FEES

### Cuts proposed for California

Pete Wilson, governor of California, has proposed cutting vehicle licence fees by 75 per cent, claiming the \$3.6bn measure would be the biggest tax cut in state history. Mr Wilson, who must leave office at the end of this year under term limits laws, unveiled the plan as an advance highlight of his last state budget, expected to show a surplus of at least \$4bn.

The economic recovery is likely to produce windfall tax revenues which Democrats, who hold majorities in the legislature, say should be diverted into the failing education system. The governor, who has already proposed increasing spending on schools by \$1bn, said local authorities, which receive most of the revenue from the licence, would not suffer because he would fill any deficits from the state's general fund.

However, opponents pointed out that his promise of substitute funding would not be binding on his successor.

Licence fees, based on the age and value of the vehicle, cost the average motorist about \$185 a year, although the levy on a new Ford Explorer, for example, is more than \$650. Approval of the governor's plan would lead to a 50 per cent reduction on January 1, with the balance to follow in early 2002. Christopher Parkes, Los Angeles

## ART MARKET

### Monet fetches \$12m

The strength of the international art market at the top levels was underscored at Sotheby's in New York on Wednesday night when one of Monet's paintings of the Grand Canal in Venice sold for \$12m. At the height of the art boom in 1990, just weeks before it crashed, the same painting fetched \$9m.

The buyer on Wednesday was the art consultant David Nash who advises Paul Green, co-founder of Microsoft. It was sold by the Fuji Gallery of Tokyo. Strong demand for the finest Impressionist and Modern paintings has persuaded many Japanese owners, who fuelled the 1980s price spiral, to dispose of their art. Sotheby's auction totalled \$77.5m within its pre-sale estimates - for 57 lots, of which only 14 relatively minor works were unsold.

The Monet sold above its \$10m estimate. Most other lots were spot on target, suggesting bidders are now better advised about true value. "After the Bath" by Degas went for \$6.6m and another nude, "The Mantelpiece" by Bonnard, sold for \$3.6m. There was strong demand for a cast of Rodin's bronze of Balzac, which sold for \$3.5m. "Flowers in a Vase" by Van Gogh fetched \$4m. Anthony Thorncroft, New York

## BOEING INSPECTIONS

### Chafing revealed on 737s

The US government yesterday said inspections on 185 Boeing 737s revealed that 106 wiring bundles had noticeable chafing in the insulation and plastic coating protecting their fuel pump wires. Each aircraft has at least two wire bundles; some had no problems while others had trouble in some or all of their bundles. The Federal Aviation Administration report yesterday also indicated that the most serious problems appear to be on the fleet's oldest aircraft. AP, Washington



In Eastern Europe we're one of the top players.

Your competent on-site financial services partner.

With subsidiaries and branches in more than 30 key business centers, HYPO-BANK is a powerful presence in Hungary, the Czech Republic, Poland and Slovakia. Giving you a solid base from which to tap a promising market, we support your activities with a broad range of financial services. Prompt domestic and international payments transactions, for instance, capital investment, as well as substantial expertise in the regional industrial and property markets. Not to mention valuable contacts for your entrepreneurial investments.

Further information: Fax ++49 89/92 44 49 92.

**HYPO-BANK**  
Our Energy is Your Capital

A  
Allianz



الانصاف



International Executive Committee of Allianz AG – from the top left to the bottom right: Joe L. Stinnette, Jr. (Fireman's Fund), Michael Diekmann (Allianz Asia Pacific), Alexander Hoyos (Allianz Elementar), Gerd-Uwe Baden (Elvia/Berner), Detlev Bremkamp (Allianz), Reiner Hagemann (Allianz), Helmut Perlet (Allianz), Herbert F. Hansmeyer (Allianz), Gerhard Rupprecht (Allianz), Angelo Marchio (RAS), Diethart Breipohl (Allianz), William Raymond Treen (Cornhill), Henning Schulte-Noelle (Allianz), Lowell C. Anderson (Allianz Life), Dominique Bazy (Allianz France)

# All companies of Allianz group welcome AGF.

 **CORNHILL  
Insurance**

 **Fireman's  
Fund**

 **RAS**

 **ELVIA**

**Allianz** 



## WORLD TRADE

## TRADE ON THE INTERNET

## US and Japan agree electronic commerce rules

By Guy de Jouvenel

The US and Japan have agreed a set of basic principles for the development of electronic commerce, which the US says will help promote worldwide acceptance of its policies towards the Internet.

The US is halting the agreement, which calls for a market-based approach led by the private sector, as a victory in its campaign to

persuade Japan to act more aggressively to deregulate its economy.

The agreement will be announced when US President Bill Clinton and Japanese Prime Minister, Ryutaro Hashimoto, meet in Birmingham today before the G8 summit.

A joint statement commits the two governments to refrain from imposing unnecessary restrictions on electronic commerce, and to

encourage the development of self-regulation by private sector internet users.

The agreement calls for no border tariffs to be imposed on international electronic transmissions, and for close co-operation to prevent tax evasion and avoidance on the Internet.

The statement coincides with a last-minute push by the US to persuade World Trade Organisation members to agree to keep elec-

tronic transmissions duty-free, before President Clinton attends the WTO's ministerial meeting in Geneva on Monday.

The US hopes its agreement with Japan will place pressure on the European Union to take a more flexible stance in disputes over data protection rules and methods for authenticating electronic transactions.

Washington and Brussels are at loggerheads over an

EU law, which could require the US to establish statutory rules and set up government regulatory agencies to ensure the protection of personal data.

The EU has threatened to prohibit European companies from transmitting electronic data to the US, if it does not comply with the law by October. Data protection in the US is largely provided by self-regulation by the private sector.

The US and EU also differ over whether responsibility for authenticating electronic transmission should be left to the private sector or should require government licensing arrangements.

The US-Japan agreement also calls for the free flow of information across borders, the use of filtering devices rather than government censorship to protect children against undesirable content and guarantees that internet

users will match the levels of consumer protection of conventional commerce.

The White House said Japan had agreed to the statement because electronic commerce was a new area, in which there were no vested interests to oppose a market-oriented approach.

"Progressives in the Japanese government and industry hope that this agreement will be a model for the future," it said.

## BA ready to end airline dispute

By Michael Shepherd, Aerospace Correspondent

British Airways is ready to end its dispute with US Airways and welcome it into its planned alliance with American Airlines.

BA and US Airways were once partners, but have been involved in a dispute since 1996, when the UK carrier announced its alliance with American. US Airways began action against BA in the US courts over its decision to link with American.

Robert Ayling, BA's chief executive, and two of his colleagues resigned from the US Airways board. BA also sold its minority stake in US Airways. But American and US Airways recently announced a new marketing agreement.

This led to speculation that US Airways would join a worldwide alliance, to include American, BA, Qantas of Australia, Japan Airlines and Canadian Airlines. Such a link-up would offer strong competition to the Star Alliance, the six-airline partnership led by United Airlines of the US and Lufthansa of Germany.

The American-BA tie-up has yet to win approval from regulatory authorities in Brussels and Washington. But the European Commission is expected to propose conditions under which the alliance could proceed within the next few weeks.

The US authorities are expected to give their verdict in the autumn. The US and UK would also have to conclude an "open skies" agreement before the alliance was allowed to go ahead.

American is believed to have told BA it is talking to US Airways about a marketing alliance and to have kept it informed. Observers say BA would be interested in bringing in US Airways as a full member of the alliance. It could also conclude a new bilateral pact with US Airways, to match the US carrier's link with American.

## Internet boost for European companies

By Paul Taylor in London

Nearly a quarter of European companies with access to the web are already earning revenues through the internet, according to the preliminary findings of a new Mori study into the growth of electronic commerce in Europe.

The study, commissioned by Cisco Systems, the worldwide leader in networking equipment, suggested European companies have begun to recognise the importance of the internet for their businesses and to close the gap with their US counterparts.

The survey was based on interviews with 900 business directors in six European countries - UK, Germany, Italy, Spain, the Netherlands and France - from a cross section of large, medium and small companies.

Overall, 60 per cent of companies now have access to the internet, with 20 per cent planning to gain access within the next 12 months. Almost half those questioned thought adoption of electronic commerce will be important to their industry and 60 per cent expect the amount of business they do online to rise next year.

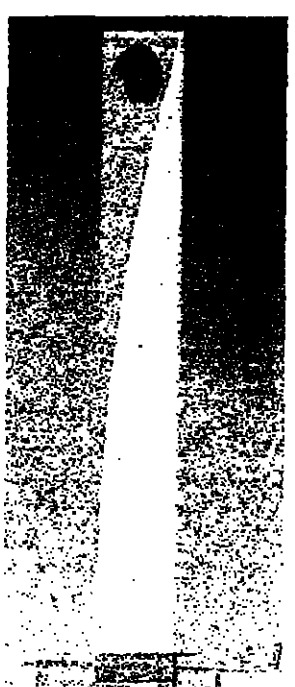
On average, these companies predicted an annual rise of 24 per cent in electronic

commerce. Most companies expected the volume of orders they take over the internet to grow substantially this year and thought that ideally, 30 per cent of their business should be undertaken electronically in the future.

Somewhat surprisingly, the survey also revealed Spain is leading Europe in the adoption of electronic commerce with 46 per cent of companies with web access already conducting business over the internet. Spain is followed by France (33 per cent) and Germany (20 per cent) while companies in the UK, Netherlands and Italy appear to be lagging.

Among those companies already involved in e-commerce, 58 per cent claimed to be making savings as a result of gains in productivity cited as the biggest benefit. "Our own experience has shown significant savings can be made using the internet," said Richard Freemantle, in charge of Cisco's Northern European operations.

Among the other findings, Spanish and UK companies lead in provision of customer service over the internet while the UK and the Netherlands lead in using the internet for recruitment.



An artist's impression of the 480m-tall Shanghai World Financial Centre

## Shanghai property glut delays building of highest skyscraper

By James Harding in Shanghai

Completion of the world's tallest skyscraper will be delayed by a year, Mori Building, the Japanese property group, has admitted despite previously denying that Asia's economic turmoil could affect the prestige project.

The delay to the 94-storey building in Shanghai's embryonic financial district follows decisions by other Asian developers to put off or scale back investments in China's largest city, where a frenzy of construction in the last few years has led to a property glut.

The oversupplied commercial property market is threatened further by concerns about office tenant

demand, as investment and export growth in Shanghai have recently started to feel the pinch of the region's economic pain. Minoru Mori, one of the world's wealthiest men despite the slide in the value of his fortunes with the collapse of property prices in Japan, is reported by company officials to have decided that "there is no need to hurry" to finish the 750m (\$777m) building.

There is a general delay of one year, a Mori representative in Shanghai said yesterday. The building would now be completed in 2002 rather than 2001 because of a technical wrangle over tax exemptions for the project and the need to wait for what Mori anticipates will be a fresh burst of

demand early next century. He said the office tower could be finished even later, perhaps 2003, depending on economic growth, tenant demand and the business environment in China.

However, Mori remained committed to the project and the company believed the delay would mean the office space became available just as Asian economies started to recover.

The Shanghai World Financial Tower, which is 10m taller than the Petronas Towers in Kuala Lumpur, is being built in Pudong, the formerly deserted eastern bank of the Huangpu river in Shanghai which the government hopes to turn into China's Wall Street. Shanghai's building boom

in the 1990s has brought as much new office space to the city as currently stands in downtown Hong Kong, prompting a crash in property prices. Sam Crispin, analyst at First Pacific Davies, the property services group, calculates vacancy rates in Pudong at over 60 per cent.

Economic troubles at home and the weakness of Shanghai's commercial property market have forced other Asian companies to reassess projects in Shanghai - they include Thailand's CP Group which is considering scaling down its planned \$300m shopping centre in Pudong and South Korea's Daewoo has delayed its plans for a residential complex also in Pudong.

## Tough talking looms on US laws

By Neil Buckley in Brussels

European Union and US negotiators are set for a weekend of intense negotiations to try to end the long-running dispute over US laws restricting investments in Cuba, Libya and Iran, after EU ambassadors yesterday pressed for more concessions from the US.

Brussels-based ambassadors have been put on standby for a possible meet-

ing on Sunday to approve any proposed deal, before the summit between US President Bill Clinton and Tony Blair, prime minister of the UK - which holds the EU presidency - on Monday. "I think it is clear that it will be an agreement, it will be at the very last minute," one EU official said.

Both sides are committed to trying to solve the row over the Helms-Burton legislation, which penalises com-

panies investing in expropriated former US property in Cuba, and the Iran-Libya Sanctions Act, banning investments in the oil industry of those countries, before the London summit. The EU is unhappy about the extra-territorial nature of the laws.

Any deal is likely to involve three elements - agreements on common "disciplines" on investments in expropriated properties, and

common "principles" on trade sanctions on third parties, plus permanent waivers of the two laws for the EU.

But EU ambassadors, who met to discuss progress yesterday, insisted European Commission negotiators should press for firmer guarantees from the US of "secure and lasting" waivers from all forms of extraterritorial legislation. European companies should be able to make investment decisions

with confidence that they could not be hit by unforeseen US sanctions. Waivers proposed by the US are thought to include certain exceptions.

The US administration is constrained by strong lobbies in Congress calling for a tough stance against "rogue" states. US officials say several senators have written to President Clinton urging him not to give too much ground to the EU.

## THE PROPERTY MARKET

## OPPORTUNITY TO PARTNER MAJOR INTERNATIONAL CORPORATE

A major international plc intends to outsource its UK accommodation requirements, including premises and facilities management. Consequently it is seeking a Property Partner to whom it will transfer its existing (mainly leasehold) portfolio in exchange for an occupancy contract likely to be for ten years.

The client will expect to pay a Unitary Charge for occupancy services which will be based on performance and service delivery to specified standards. They will commit to occupying a significant proportion of the projected floorspace requirements for the duration of the contract, but will also seek flexibility to allow for changed requirements flowing from business needs.

The company is seeking a partner who will not only assist in improving the contribution of the property portfolio to its core businesses, but who will work with it in developing new business opportunities arising from the partnership.

It is the intention of the client to nominate a Preferred Partner by no later than October 1998 with a contract to be implemented in January 1999.

For an Information Pack and Application Form please contact: Michael de Stuyck, Chesterton Consulting, 54 Brook Street, London W1A 2BU. Tel: 0171 499 0404 Fax: 0171 499 4643

**Chesterton**  
CONSULTING

0171 499 0404

## Commercial Property

Wanted by US Investor

- Minimum independent valuation of US\$3 million
- No maximum price
- Hotels, Leisure facilities, Industrial, Offices, Development sites etc.
- Freshhold only.

Flagdata Limited:  
Fax: +44 (0) 181 654 7323  
Email: [flagdata@ital.dial.primo.com](mailto:flagdata@ital.dial.primo.com)

## OXFORDSHIRE

INVESTMENT AND DEVELOPMENT OPPORTUNITY

FOR SALE

Executive detached Industrial Estate in South Oxfordshire with adjoining agricultural land 21.69 ha (52.12 acres) approx

All Enquiries

FPN Swells

01865 720000

Contact: Veronica Spargo

e-mail: [vspargo@fpnswells.co.uk](mailto:vspargo@fpnswells.co.uk)

## HomeSearch

London No. 1 Specialist Search Company

LET US SEARCH FOR YOU

Tel: +44 (0) 171 838 1066

Fax: +44 (0) 171 838 1077

<http://www.homesearch.co.uk>

HomeSearch (London) Ltd

Knightsbridge SW5

## MAYFAIR

2 suites of offices to let

in smart period building

off Park Lane.

962 sq feet net each.

Flexible terms.

0171 495 6455 Ext 22

To place an advertisement

within the

Commercial Property

Section

Or to receive further information on

our special features please contact

Tina McGovern on 0171 673 3253

fax 0171 873 3095 e-mail:

[tina.mcgovern@bt.com](mailto:tina.mcgovern@bt.com)

Financial Times

**Knight Frank**

On the instructions of Barclays Bank PLC

**160  
PICCADILLY  
LONDON W1  
Freehold For Sale**

Contact:

Christopher Evans-Tipping or  
Matthew Webster

0171 629 8171

20 Hanover Square  
London W1R 0AH

**FT**

FINANCIAL TIMES

Conferences

## Corporate Property

The FT Corporate Property Conference

Winning Strategies for Business and the Financial Community

6 & 7 July 1998, London

The FT Conference will focus on the latest trends and opportunities in corporate property. It will also explore the role of financial institutions and professional services providers in helping businesses to achieve competitive advantage from property and related issues in an increasingly global business environment.

Speakers include:

Chairman: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

Chair: Lord Sainsbury

## NEWS DIGEST

## TURKISH TELECOMMUNICATIONS

## Motorola secures \$500m mobile phone contract

Telsim Mobile, Turkey's third cellular phone operator, has placed a \$500m contract with Motorola of the US for GSM systems and networking infrastructure.

GSM, or Global System for Mobile telephony, is a European specification which is now the de facto world standard for digital mobile phones. The Telsim contract is thought to be the largest to date for GSM equipment. Telsim has been operating a GSM network in Turkey in competition with the government-owned TurkTelecom since 1994. Last month it paid \$500m in licence fees to the Turkish government for the right to operate a GSM network for the next 25 years.

The Motorola contract covers the supply of the GSM system and base stations to be installed throughout Turkey over the next three to five years. All major cities will be covered. Adnan Nettekoven, general manager of Motorola's Cellular Infrastructure Group said: "Turkey is a market with huge opportunity." It has 1.5m GSM subscribers - a total expected to rise to almost 7m by 2002. Alan Cane, London

## SHRIMP FISHING

## US plans WTO ruling appeal

Washington will appeal against a World Trade Organisation ruling that a US ban on shrimps from countries that do not protect endangered sea turtles is a violation of international trade law. US environmentalists have bitterly attacked the WTO panel report issued last month which they say willfully misinterprets trade rules permitting exceptions for measures intended to protect the environment. Countries are not normally allowed to discriminate between products based on how they are produced. Upholding a complaint by India, Pakistan, Malaysia and Thailand, the panel said the US could not unilaterally impose its environmental standards on others by requiring third countries to use turtle excluder devices on shrimping nets that are obligatory for US boats. Some 150,000 sea turtles are drowned each year in shrimping nets, according to environmental groups. Though US officials have said the WTO ruling will not change US law, environmentalists have urged President Bill Clinton to pledge action when he addresses WTO ministers in Geneva on Monday to make trade rules less inimical to environmental concerns. Frances Williams, Geneva

## BURMA SANCTIONS

## Premier Oil defends presence

Premier Oil, the UK independent exploration and production company, yesterday defended itself against allegations that its investment in Burma amounts to support for the country's military regime. Charles Jamieson, chief executive, told shareholders at the annual meeting that the company's "constructive engagement" and socio-economic development programmes would benefit Burmese people more than economic sanctions.

Last year Premier Oil and Petronas, the Malaysian state oil producer, increased their stake in the Yegagon oil and gas field consortium by buying assets from Texaco of the US. The sale followed US investment sanctions against the regime, which has been criticised by the United Nations for human rights abuses and for preventing the country's National League for Democracy from taking power.

Pressure groups and Burmese exiles have alleged that a Premier Oil pipeline would run through land where an estimated 25,000 people have already been forcibly relocated by the Burmese military. Gautam Malkani, London

0171 495 6455

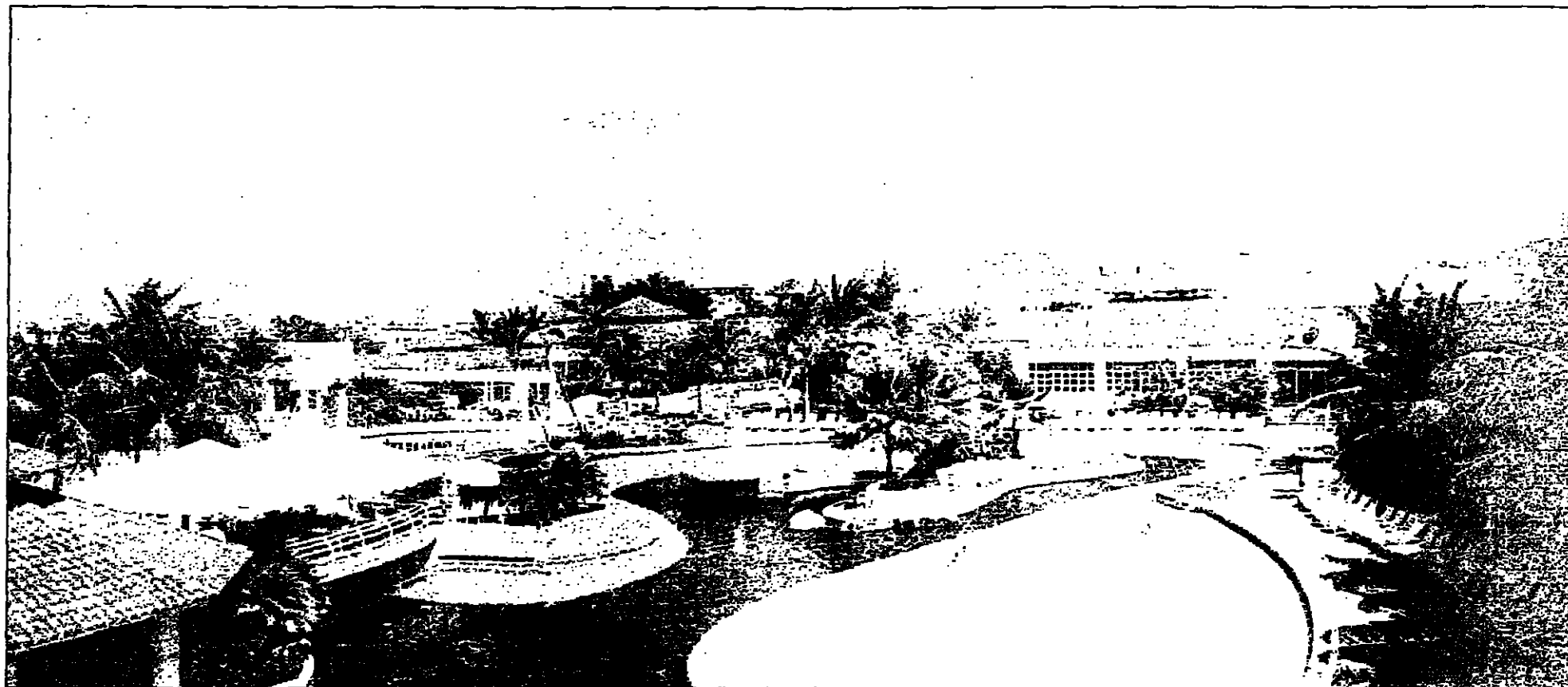


REPUBLIC OF VENEZUELA



## NOTICE TO INVESTORS

.....  
In accordance with the Venezuelan Financial Emergency Regulation Law, enacted on April 17th, 1996, FOGADE invites investors to participate in the Data Rooms for the auctions of **Golden Rainbow Maremares Resort and Spa (Hotel Maremares)** and the **Hotel Balcones del Mar**, under construction. This process will begin on May 4th, 1998



The project integrated by Hotel Maremares, Hotel Balcones del Mar and Puertos del Sol (Sunports) was conceived as a global development project on the Caribbean Sea, offering visitors a tourist complex with 1,000 five-star rooms, and a dock capable of berthing simultaneously up to 4 cruise liners and two tourist docks located one in each hotel with a capacity for 250 berths. The construction area of these

three projects is approximately 500,000 m<sup>2</sup>. In addition, access to this complex, that is located in the most exclusive zone of El Morro, is facilitated by excellent roads and the airport of Puerto La Cruz. The concept of the project ensures constant flow of tourists during the year, attracted by the excellent weather and the strategic geographic location of Venezuela.



**LOCATION:** El Morro Tourist Complex, Puerto La Cruz, Anzoategui State, Venezuela

**CATEGORY:** 5 Stars / OCCUPANCY: 70 %

**TOTAL SURFACE AREA:** 72,818 m<sup>2</sup> / **GROSS CONSTRUCTION AREA:** 40,406 m<sup>2</sup>



**DESCRIPTION:** Maremares is a low rise extensively developed hotel. The complex is based around a central building housing embracing a group of swimming pools. The central building has three main areas, lobby, reception and bar. Additionally, there are conference rooms, a party room, service areas and various restaurants. The central building is a one level complex. The first stage (Frentes Building) is based on three level modules, containing three or four rooms per floor, with a total of 292 rooms. The second stage has seven buildings with three floors each and 201 rooms.



**ROOMS:** 493 (79 standard, 169 superior doubles, 127 luxury doubles with a view of the golf course, 72 luxury doubles with a pool view, 9 junior suites with golf course view, 8 junior suites with a view of the marina, 17 junior suites, 3 senior suites with jacuzzi and golf course view, 4 senior suites with jacuzzi and marina view and a presidential suite)



**FOOD AND BEVERAGE SERVICE:** 3 restaurants (*Las Brisas*, *Oasis* and *Al Fresco*), the bar (*Whiskey's*), the cafe/concert style *Salon Panache* and 1,200 sq. meters Convention Hall, *Salon Mare Mares*/ **RECREATION AND SPORTS AREAS:** swimming pool with waves, children's pool, 2 illuminated tennis courts, 2 squash courts, spa with jacuzzi, sauna and gymnasium and free access to a 9-hole golf course.



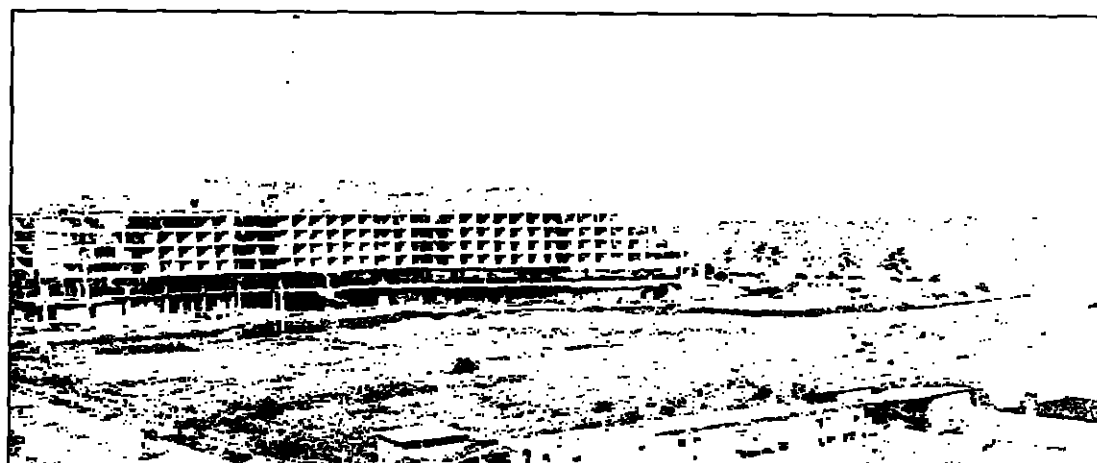
**GENERAL SERVICES:** Parking for 180 vehicles in an area of 1,697 m<sup>2</sup>, entry booth and marina office.



**CASINO:** The complex complies with the requirements demanded by Venezuelan Casino Law for this type of establishment.



**MARINA:** Has a 38 berth capacity, contained in an area of 1,482 m<sup>2</sup>.



## Balcones del Mar

**LOCATION:** Lago Mar Cultural Center Zone of La Salina Sector, El Morro Tourist Complex, Puerto La Cruz, Anzoategui State, Venezuela

**CATEGORY:** The project contemplates the construction of a five-star hotel.



**SURFACE AREA:** The parcel has a total area of 37,921.09 m<sup>2</sup>, approximately. It contains a land portion of 33,806 m<sup>2</sup> plus two water portions, that together total 4,115.09 m<sup>2</sup>



**DESCRIPTION:** The project known as Hotel Balcones del Mar has a flat topography with a slight inclination for drainage. It has the following public services: electrical service, fresh water ducting, public transportation, asphalted road access, navigable canals and waters disposal. Based on a planned zone, these parcels would become the Cultural Center for the Northern Sector of the El Morro Tourist Complex.



**ROOMS:** 441 main rooms, 31 suites and 14 commercial locations according to project.



**FOOD AND BEVERAGE SERVICE:** Spaces for cafeteria, restaurant, night club, pool bar, pool coffee shop and cocktail bar lounge. Space for convention and meeting rooms.



**GENERAL SERVICES:** Area for shops (13 spaces), reception and administrative areas.

Investors interested in participate in the Data Rooms should communicate with José Bosque or Freddy Farfán on (582) 541.94.10, (582) 541.41.78, (582) 542.04.92, (582) 541.16.44 or Fax (582) 542.12.42, (582) 542 04 97 or by E Mail: fogade@compuserve.com or address the head office of FOGADE: Corner of San Jacinto, FOGADE Building, 13th Floor, Caracas, Venezuela.

## Japanese lending in record fall

By Alexandra Harvey in Tokyo

Lending by Japanese banks fell by the biggest amount in record last month, suggesting the credit crunch afflicting domestic businesses is worsening. The figures were published by the Bank of Japan yesterday as new data were issued that showed continued falling machinery orders and lacklustre department store sales.

Bank lending last month fell 2.5 per cent from the same period last year. Japan's banks, burdened by bad loans, are making huge write-offs and contracting their balance sheets in an effort to improve their balance sheets. In March, lending fell 1.6 per cent.

The scarcity of capital has fed through to new machinery orders which fell 5.2 per cent year-on-year in March, according to the Economic Planning Agency (EPA). Private-sector machinery shipments fell 0.3 per cent to ¥28.62bn (\$220bn) in fiscal year 1997, the first decline in four years, the EPA said.

Orders in the current quarter were predicted to fall 8.1 per cent, the first decline since the first quarter last year, said the EPA. However, month-on-month data showed a 9.5 per cent rise. Demand from overseas remained subdued, added the agency.

Investment has also been held back by lower production and weak consumer demand. Although department store sales in Japan increased 7.4 per cent year-on-year to ¥181bn in April - the first month they had improved in 13 months - the rise did not signal a lasting recovery in sales, the Japan Department Stores Association warned yesterday. The association said the figures benefited from a comparison with last year when sales fell sharply after an increase in consumption tax.

## Cautious budget unveiled in NZ

By Owen Robinson in Auckland

New Zealand's centre-right coalition yesterday announced micro-economic and social policy reforms in its second annual budget, designed to bolster business support and shore up faltering international confidence in its economic management.

Economists welcomed the measures as "fiscally responsible steps" that would attack the country's heavy debt load, maintain a modest surplus and curb spending in the face of weakened growth prospects.

But the response from financial markets was muted. The New Zealand stock market rose 7.64 points to end at 2,236.33 and the NZ dollar remained at a near-five-year low of US\$0.5225. In bond markets, yields on November 2002 bonds rose marginally to 6.76 per cent from 6.78, reflecting mild concern that the government's plan for a NZ\$2.7bn (US\$1.47bn) bond tender programme exceeded market expectations by about NZ\$300m.

Winston Peters, the treasurer, said the budget measures were "firm, fair and visionary". The budget featured a micro-economic reform package; a commitment to reduce national debt to 15 per cent of gross domestic product from the present 20 per cent within five years; and public spending cuts that would reduce a promised NZ\$5bn spending programme by about 6 per cent over the next two years.

But the budget - for the year to June 1999 - bore scars from Asia's economic crisis. Growth in GDP is expected to slow to 2.6 per cent in the current year and 2.7 per cent the following year, from a previous forecast of 4 per cent.

New Zealand's current account deficit is expected to peak this year at NZ\$7.8bn or 8 per cent of GDP.

The budget accelerated privatisation with plans to sell the government's stake in Auckland International airport and proceed with the divestment of Solid Energy, the coal company.

INDONESIA VIOLENCE: BUSINESS BATTERED AS ARMY CHIEF INSISTS HE WILL RESTORE ORDER BUT TROOPS FAIL TO HALT RIOTING

## Economy hit as Jakarta is paralysed

By Sander Thomas in Jakarta

Business ground to a halt or went up in flames in Jakarta yesterday, leaving Indonesia's financial and business centre paralysed and putting further strain on the battered economy.

Dozens of bank offices, supermarkets, restaurants and shops were stoned, plundered and torched. Most Indonesian banks and many shops are owned by ethnic Chinese, who were the prime victims in yesterday's mayhem because of their relative prosperity. Mobs tore through Chinese neighbourhoods, burning Chinese shops and attacking families who tried to flee in their cars.

A villa of Indonesia's richest businessman and a close business associate of President Suharto, Liem Sio Liong, was torched along with five of his cars.

Most shops and banks closed down, offices and factories sent their staff home as they had opened at all yesterday morning.

Staff who showed up often found themselves unable to leave the office as riots spread and roads were

closed off by police.

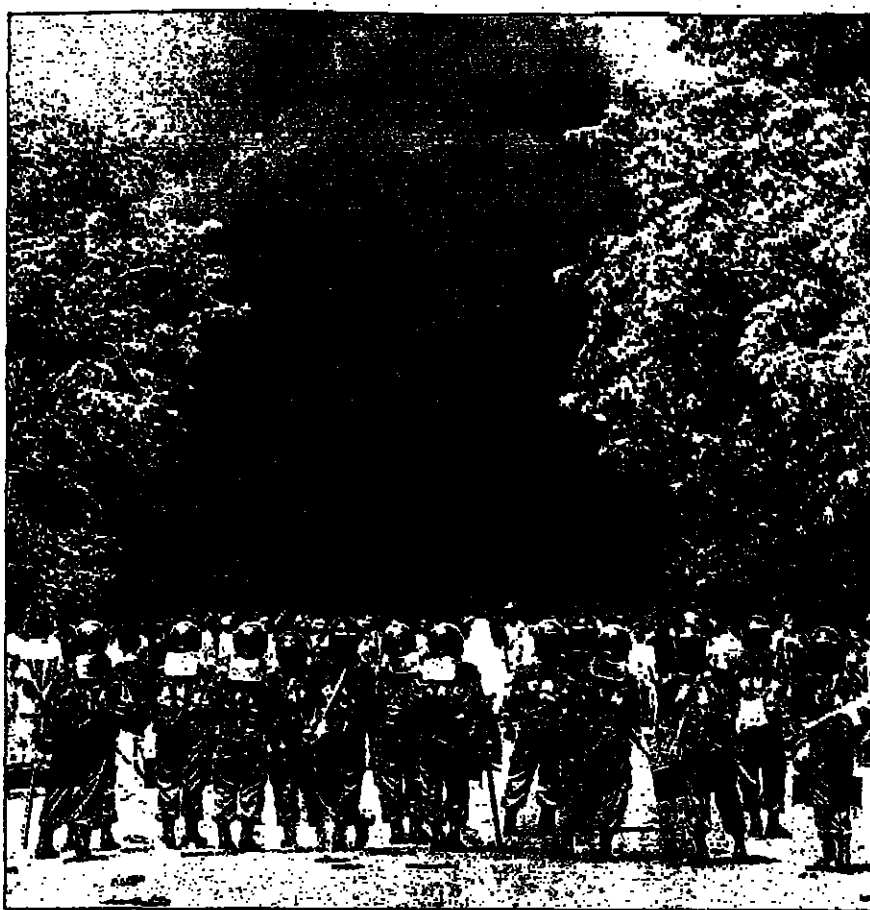
Foreign enterprises and franchisees were also targeted, but most expatriate workers stayed at home, tried to get to the airport or headed south out of the city. Nine leading international schools closed their gates and kept toddlers and teenagers inside, with military posted in the area to prevent an attack.

Embassies urged their citizens to defer non-essential travel to Indonesia and said they had approved the departure from the country of family members of embassy staff. Many urged expatriates to stay indoors. Japanese companies told dependants of employees to get out of the country.

The toll road to the airport was blocked and most outbound flights were booked up. Singapore Airlines said it was considering extra flights from Jakarta.

The prices of most shares dropped, with companies of Mr Suharto's children losing up to 20 per cent, but trade was thin as most traders headed home early.

The impact on Indonesia's political risk rating and any remaining investor interest



Riot police stand by as central Jakarta burns

is likely to be severe. Earlier in the week, Tanri Abeng, the minister for state enterprises, said several potential bidders for privatisation tenders had already dropped out, citing political risk. Indonesia's budget, agreed with the International Monetary Fund, had counted on

significant privatisation revenues to offset a sharp drop in tax and oil export revenues. The worst damage, however, will be to the confidence of the ethnic Chinese investors, who control more than two thirds of the economy and have been funnel-

ing their savings abroad for months, helping to push down the rupiah. While few are expected to leave for more than a short break until order is restored, their money is likely to stay in Singapore and Hong Kong for some time.

## Military chief appeals for calm

By Sander Thomas in Jakarta

General Wiranto, chief commander of the Indonesian armed forces, appealed for calm yesterday and insisted the military would restore order, but his troops let rioters run wild in many streets in Jakarta and failed to curb protests in other cities.

Gen Wiranto, the most powerful man in President Suharto's absence, insisted that the military would restore order and would "not hesitate to use force against rioters".

A moderate who has emerged as a potential alternative to President Suharto, Gen Wiranto criticised students for moving their protests into the streets, actions which he said had provoked yesterday's violence.

"Stay on campus because when students go into the streets others may join and start destroying everything," he said.

During two public appearances yesterday Gen Wiranto made an effort to sound reasonable. "ABRI (the acronym for the military) agrees with reform but it has to start with what is already there, rather than destroy and rebuild," he said.

He notably avoided stressing his loyalty to the presi-

dent but gave no indications to the contrary either, disappointing those who had hoped he would use the unrest to take over from Mr Suharto.

Gen Wiranto assured student protesters that a team of military investigators would try to find out who shot dead six students on Tuesday, the incident which triggered the riots. He denied giving the order to shoot and apologised for the army's failure to prevent the killing. But he stopped short of condemning the killings, saying merely that some army rules appeared to have been violated.

Meanwhile, police and troops protected key buildings but many were seen chatting with bystanders, as mobs rampaged through nearby shops.

The military also let thousands of people protest freely but peacefully in Surabaya, Indonesia's second city.

It remained unclear whether Gen Wiranto had ordered his troops to limit their efforts to strategic sites, as they were far outnumbered by the looters, or whether his orders were ignored. The latter possibility could prove disastrous for President Suharto's efforts to restore order when he returns today.

## US looks for ways to stop Pakistan retaliating

By Gerard Baker in Easington, Germany and Stephen Filler in Washington

The US yesterday stepped up the pressure on Pakistan not to test a nuclear weapon in response to this week's Indian tests as signs grew that Islamabad was preparing to detonate a nuclear device.

Strobe Talbott, the deputy secretary of state, and General Anthony Zinni, the head of US forces in the region,

arrived in Islamabad yesterday for meetings with senior Pakistani officials in an attempt to resolve the crisis in south Asia.

The two were expected to offer a number of possible inducements to Pakistan if it resisted mounting domestic pressure for a show of nuclear strength after India's five successful tests conducted this week.

But a senior US official, speaking before the two men arrived, indicated Washing-

ton had reason to believe Pakistan's preparations for a test were well under way.

"We are watching it very carefully. There are some signs that are troubling. We hope they don't do it," he said.

In Islamabad government officials said Pakistan was now closer to conducting the test than ever. "India's actions which cause an immediate and grave threat to Pakistan's security will not go unanswered," said

Munir Akram, Pakistan's ambassador to the UN disarmament conference in Geneva.

India's nuclear tests have already reversed a gradual US rapprochement with New Delhi - and may lead it to favour once again its old ally in the region, Pakistan, security experts in the US said yesterday. But this move depends crucially on whether Pakistan decides to conduct its own tests.

From the US point of view,

the first step has been to show that India's nuclear tests do not prove costless.

President Bill Clinton could have delayed for 30 days the imposition of sanctions against India for national security reasons but chose not to. At the very least, India's aspirations for a permanent seat on the Security Council appear dead for some time to come.

Khurshid Khoja of the Henry L. Stimson Centre, a Washington think-tank says

the US has significantly more economic and military leverage over Pakistan.

Pakistan's economy is weaker and hungrier for foreign exchange and the US has a defence commitment dating back until 1959 to defend Pakistan from foreign aggression.

However, ties have been strained in the 1990s. Pakistani politicians felt left in the lurch by the US in the 1990s, when because of the end of the cold war the US

lost interest in Afghanistan. Almost immediately, US legislation - the so-called Pressler Amendment - cut off military exports to Pakistan.

Pressler was softened by later legislation, but still represents a block to bolstering military support for Pakistan. However, the administration is looking to interpret this legislation creatively, and there have been indications that some legislators would back a repeal.

## India stands firm as US sanctions start to bite

Rupee falls to all-time low against dollar as Delhi shrugs off political risk, Krishna Guha and Amy Louise Kazmin report

India yesterday put a brave face on economic sanctions imposed by the US in the wake of its nuclear tests this week, even as the measures began to bite and the rupee fell to an all-time low against the dollar.

Leaders of the ruling Hindu nationalist Bharatiya Janata party (BJP) said the economy "can stand on its own feet". The sentiment was widely shared in the business community. One industrialist said: "A sanction here or there is not going to put us off our course."

India's equity markets, which lost 6 per cent in the first two days after the tests began on Monday, rose 3 per cent on hopes the government would announce a test moratorium. But the rupee fell to 40.7 before recovering a fraction to close at 40.5 to the US dollar. Economists said the sanctions were "quite modest". But they will hit India where it hurts most: development of much-needed infrastructure projects such as power, telecoms, roads and ports.

R. Kumaraswamy, the power minister, said interest in investing in India remained high. Since the tests, delegations from the US, Australia and Chinese power companies had discussed possible investment. India would issue long-awaited counter-guarantees to three fast-track power projects, he added.

The US Export-Import Bank, an important financing institution for infrastructure projects in the

developing world, has already frozen approvals for financing of exports to India. This will affect deals worth \$500m for six projects in the pipeline. The Exim blockade will make it tougher and costlier for US companies such as Enron, Cogentrix and AES, which are seeking to build power plants in India, to bring projects to financial closure.

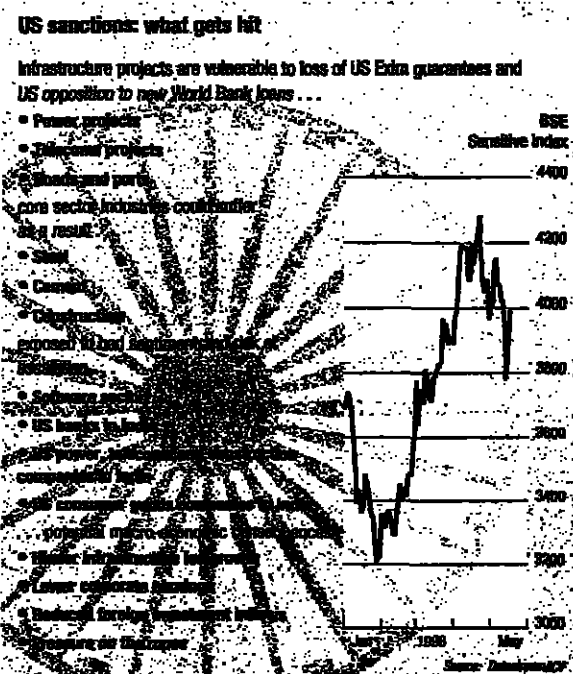
Telecoms projects including provision of basic services in Maharashtra and Andhra Pradesh, which have not yet closed vendor credits, could be hit. Industry executives said private-sector finance might be available, but would be shorter term and at higher rates.

Political risk insurance and equipment finance will also be harder to acquire. With one big lender out of the play, "you can have rising rates even among those who do lend," said the representative of one multinational power company. "It can hit infrastructure hard."

The US, Japan, Germany and other countries have frozen development grants. Japan has also frozen new loans to India. Japan is India's largest donor, Japanese grant aid to Delhi totalled ¥3.5bn (\$26.4m) last year; yen loans amounted to ¥130bn in 1997.

Grants so far withdrawn are small, but their absence will affect transfer of expertise, such as the recent efforts by US AID to help the city of Ahmedabad shake up its civic finances.

"The cost will rise if the US blocks India's access to





INWARD INVESTMENT MONITOR MAKER LITE-ON TO CLOSE TWO OF ITS THREE OUTPUT LINES IN SCOTLAND

## Taiwan company slashes output

By James Sexton in Edinburgh

Lite-On Technology of Taiwan yesterday announced a sharp cut in output of computer monitors at its factory in central Scotland.

The move was part of a worldwide rationalisation which would also affect plants in Malaysia, China and Taiwan, the company said.

Two of the three production lines at the Scottish factory will close and two-thirds of the 350-strong workforce will be made

redundant. Lite-On blamed intense competition from east Asian producers following recent devaluations in the region.

The rationalisation also reflects turbulent conditions across the worldwide electronics industry, with big groups such as Compaq, Hewlett-Packard and Intel cutting prices and issuing profits warnings.

The news caused dismay in Scotland, where it follows a number of setbacks to the industry. These include the postponed opening of a semiconductor plant by Hyundai,

of South Korea, and the announcement of the closure of Mitsubishi Electric's television factory.

Lite-On Technology is part of the Lite-On group of companies controlled by Raymond Soong, one of Taiwan's leading electronics entrepreneurs. It said market conditions left it with no alternative but to concentrate on maximising the efficiency of its remaining production line.

"By doing so we will ensure that the UK plant is in the best possible condition to take advantage of an

upturn in the global market which is expected in the next 12 months," the company said. It said the factory was a pivotal part of its European and global logistics operation.

Lite-On's decision to establish a plant in Scotland was announced by John Major, then prime minister, in 1996. He said the company was investing £30m and expected to create more than 1,000 jobs over two years.

Lite-On would not disclose how much government financial assistance it was given. But it will have

received assistance for the jobs it created and the Lanarkshire Development Agency may have provided assistance in securing a site.

The Lite-On plant is close to that of Chung Hwa Picture Tubes, another Taiwanese company, which is implementing a £260m investment in making cathode ray tubes for televisions and computers. But Chung Hwa made clear yesterday that it was not affected by Lite-On's decision because its output currently consists of tubes for televisions and not computer monitors.

## Weapons handover rules to be in Ireland legislation

PA News Reporters in Belfast

Tony Blair, the UK prime minister, said in Northern Ireland yesterday that the need for all parties involved in the peace process to start surrendering their weapons would be written into legislation.

"I believe that most people would be ready to accept even the hardest parts of the agreement if they had genuine confidence that the paramilitaries were really ready to give up violence for good," said Mr Blair. "I welcome Sinn Féin's endorsement of the agreement and all that it implies. This is a historic shift."

But after the experiences of the last 30 years, and some recent statements about no decommissioning, it is hardly surprising that for many that confidence is simply not there."

He explained how the UK government will assess whether parties have given up violence. The most important factor would be "full cooperation with the independent commission on decommissioning, to implement the provisions of the agreement."

He recalled that the Good Friday agreement required decommissioning to be completed within two years of the May 22 referendum on the deal. "These factors provide evidence upon which to base an overall judgment," he said. "What is more, I have decided that they must be given legislative expression directly and plainly in the legislation to come before parliament in the coming weeks and months."

"Those who have used the twin tactics of ballot box and the gun must make a clear choice. There can be no fudge between democracy and terror."

He insisted that he was not constructing new hurdles for the parties to the process. "On the contrary we want as many people as possible to use the agreement as their bridge to an exclusively democratic path. We will encourage them to take this path. But it is surely reasonable that there should be confidence-building measures from these organisations after all the suffering they have inflicted on the people of Northern Ireland."

Mr Blair also sought to reassure Northern Ireland about the future of the Royal Ulster Constabulary, the region's police force. "There have been alarming stories about the future of the RUC: they are just that - stories. In a changed, peaceful context, more normal policing should become possible. But no-one appreciates more than I do the sacrifices the RUC have made over the years," he said.

● An anti-republican "loyalist" paramilitary killer has been freed on parole. Michael Stone was granted home leave from the top security Maze Prison where he is serving a life sentence after opening fire on mourners at a republican funeral in Belfast 10 years ago. He was sentenced to three life sentences with a recommendation he serve a minimum of 30 years for the murders of three mourners.

### PRODUCTIVITY MCKINSEY REPORT

## Call for focus on management and regulation

By Robert Chote, Economics Editor

Product market regulations and poor management are a greater constraint on the productivity of British business than skill shortages and capital market failures, a seminar convened by Gordon Brown, chancellor of the exchequer, heard yesterday.

Mr Brown invited 20 leading businesspeople and economists to discuss the findings of a preliminary report on UK productivity by McKinsey, the management consultants. This was the first of 10 such seminars.

Mr Brown has so far placed heavy emphasis on training and barriers to investment in the tax system and capital markets. Seminar participants said the McKinsey study suggested his efforts might be better targeted at deregulating product markets and promoting better management.

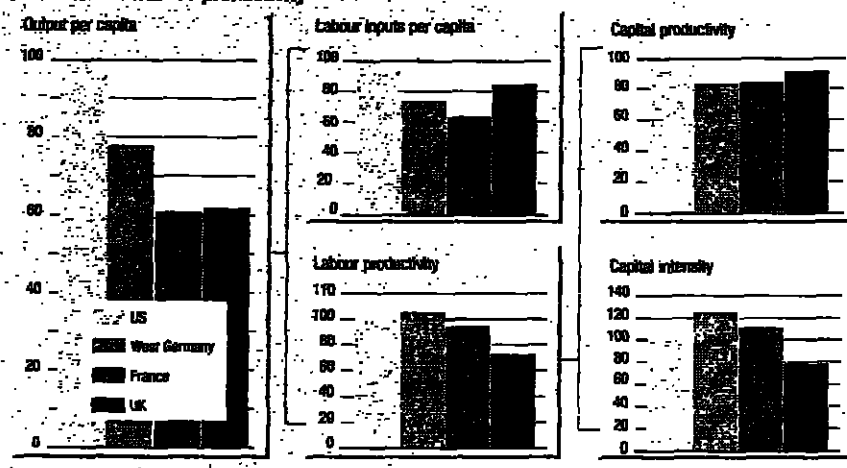
The seminar heard that

output per head in market-exposed sectors of the UK economy lagged 40 per cent behind the US and 20 per cent behind western Germany. But some participants noted after the seminar that while policymakers care about output per head, businesses care more about profitability.

Britain lags behind the US in output per head mainly because of low labour productivity, which means UK companies extract relatively little output from each hour their employees work. In contrast, France and Germany lag behind the US because of smaller labour inputs.

The study also suggests that skill deficiencies are not the main explanation for low UK productivity. Japanese car plants and US hotels achieve relatively high productivity from their UK workforces, although some seminar participants said this was because they were

UK suffers lower labour productivity



Source: OECD, 1996. Labour Force Trends, Bonn, 1996. Productivity, Bonn, 1996. \*1995 figures (US = 100)

"cherry-picking". UK food retailers also get relatively high productivity from what are often low-skilled workforces.

Mr Brown has already reformed corporation and capital gains tax rules in an attempt to boost investment. But the McKinsey study casts doubt on the notion

that there is a stock of profitable investment opportunities waiting to be exploited, if only the tax system or a lack of available finance did not stand in their way.

The problem is often one of regulatory barriers to profitable investment, the study suggested. Land use regulations stop retailers

investing in big stores, building codes mean high construction costs for hotels, pricing regulations restrict efficiency in telecommunications and trade barriers limit the Japanese share of UK-based vehicle production.

Editorial Comment, Page 15  
Lex, Page 22

## Foreign Office U-turn on Sierra Leone affair

By Liam Halligan, Jimmy Burns and David Buckton

The UK Foreign Office was yesterday involved in an embarrassing *U-turn* over the "arms-to-Africa" affair as Sir John Kerr, permanent secretary (chief official), was forced to change evidence given to an influential committee of MPs.

The move will increase pressure for a public inquiry into allegations that an arms shipment to Sierra Leone, which broke United Nations sanctions, received official endorsement.

In a further government setback, Sir Richard Scott, the judge who headed the Arms-to-Iraq inquiry, said suspicions the shipment was illegal, held by government officials, should have been known to Robin Cook, the foreign secretary. "I find it extremely odd this matter was not reported to ministers, given the apparent breach of UN sanctions," said Sir Richard, Britain's second most senior judge.

His comments will particu-

larly embarrass Mr Cook. In 1996 he led the opposition charge to damage the former Conservative government after the Scott report's publication. Sir John rushed out a statement admitting he was wrong to suggest to the House of Commons foreign affairs committee that Tony Lloyd, a Foreign Office minister, was briefed last March about a Customs investigation into Sandline International, the UK military consultancy.

His original comments exposed Mr Cook to the charge of misleading parliament. Mr Cook said last week that Mr Lloyd, who himself corrected committee evidence about the affair, was not briefed about the inquiry before a Commons debate on March 12.

Sir John's correction, which followed a meeting with ministers, said Mr Lloyd's briefing "did not mention arms shipments". Mr Lloyd insisted in the House of Commons last night that his original statement to MPs was accurate.

but said he would correct it if the need "arose with the events of time".

Michael Howard, the opposition Conservative party's shadow foreign secretary, asked: "Has there ever been a day of such chaos and confusion in the Foreign Office?"

During a 90-minute grilling by the committee, Sir John also disclosed that Lt Colonel Tim Spicer, Sandline's chairman, had regularly briefed officials about the situation in Sierra Leone and visited the Foreign Office. He insisted that until last month, the matter had been handled by junior officials, who referred claims that Sandline had breached the UN embargo to Customs.

It was only after Sandline started alleging that it had supplied 30 tonnes of arms to forces loyal to deposed President Ahmed Tejan Kabbah and visited the Foreign Office that senior officials and ministers became involved.

Philip Stephens, Page 14

## Regulator airs approval fears

By Christopher Brown-Humes and Nicholas Timmins

The Financial Services Authority, the City of London integrated regulator, yesterday expressed deep reservations about giving an official seal of approval for financial products.

The government is proposing to apply to the new Individual Savings Account quality mark similar to the "kitemark" used on consumer goods. ISAs are tax-free savings vehicles designed to replace personal equity plans (PEPs) and tax exempt special savings accounts (Tessas).

Howard Davies, FSA chairman, said at a meeting of the House of Commons Treasury committee that "kitemarking" of financial products made him "very nervous" because it "could imply suitability for everyone."

He indicated that he was happy with such official quality marks as far as they improved customers' understanding of costs, charges and commission rates. But

he was sceptical about any system that implied a guaranteed return or general suitability. "Kitemarking is unlikely to be a good way forward," he said.

His comments appear to conflict with government thinking. While Mr Davies appears to view benchmarking as an information tool, the government is understood to want to use it as a way of giving official approval to products.

Mr Davies's reservations were echoed by Michael Foot, head of financial supervision for the FSA. Benchmarking had "undoubted attractions" in helping the less sophisticated saver if, for example, it covered the costs of the product, thereby providing reassurances that there were "no hidden strings or nasty surprises" over charges, he told a seminar organised by the European Policy Forum.

There would be difficulty if consumers thought "a benchmarked product was necessarily a 'good buy' or officially guaranteed."

## Oxford university laboratories breed academic millionaires

Scientists are exploiting their discoveries instead of leaving the task to drug companies, Jean Eaglesham reports

The modern face of Oxford University is personified by a small but rapidly growing band of academics-turned-entrepreneurs who have amassed personal fortunes by winning stock market backing for discoveries made in the university's laboratories.

Brian Bellhouse, the 60-year-old director of the university's medical engineering unit, dreamed up a painless way of injecting drugs - without using needles - by firing them in powdered form and at supersonic speed into the body.

In the old days, the logical next step would have been for him to publish his findings in an academic journal. Any commercial exploitation of his discovery would have been left to the big drug companies.

Dr Bellhouse took a different route. In 1993, he co-founded a company, PowderJet Pharmaceuticals. The

company's shares were divided between the founders: the university, which took a 5.6 per cent stake in return for surrendering its intellectual property rights to the discovery; and the individuals who provided funding.

PowderJet, brought to the stock market last June for

**Wider use of cancer drug is proposed for women**

Tamoxifen, the breast cancer drug, would save 40,000 women a year worldwide - double the present number - if it were given to a wider range of patients, researchers said yesterday. Clive Cookson writes. In an international collaboration, based at Oxford University and funded by the Imperial Cancer Research Fund, researchers followed 30,000 women with hormone-sensitive breast cancer - the most common form - and discovered that

£109m (£182m) now has a market capitalisation of £285m, after announcing an alliance with Glaxo Wellcome, the drugs group.

It is not an isolated case. Isis Innovations, set up by the university in 1988 to exploit its research, is launching eight companies. Recent success stories include Oxford Asymmetry International, which develops chemicals for the pharmaceutical industry.

Lucius Cary, director of

they benefited from long-term Tamoxifen. It was the biggest clinical study of any cancer drug.

Taking Tamoxifen for five years after surgery halved the rate at which cancer returned, regardless of the patients' age, whether they received other drugs or whether the cancer had spread beyond the breast. The proportion of women still alive 10 years after surgery was 74 per cent among those who took Tamoxifen and 66 per cent among those who did not.

Oxford Technology Venture Capital Trust, talks of a new atmosphere at the city's science park. "As one walks through the restaurant, one hears scientists talking alternately about amino acids and computer code on the one hand and contracts with their investors and US partners on the other," he says.

The creation of the scientist millionaires has sparked interest and a degree of envy among their colleagues. "Every time there's a nota-

Richard Peto, professor of medical statistics at Oxford, said the results (reported in The Lancet, the medical journal) were the most impressive he had seen in 25 years of cancer drug trials.

Zeneca, the UK pharmaceutical company, launched Tamoxifen in 1973 under the trade name Nolvadex. But it is now available from generic suppliers in all main markets except the US where Zeneca's patent runs until 2002.

tion, my phone rings a lot," said Dr Tim Cook, managing director of Isis Innovation and a multimillionaire as a result of his founding role in Oxford Asymmetry.

Dr Cook says he acts as a "Jeremiah" to try to damp down overoptimistic expectations among scientists. "In general, spin-off companies start out of sight. Academics see that in 1992 someone had an idea and in 1998 he or she is a millionaire, but they do not see the pain and anguish in between," he explains.

Outside investors face substantial risks - and while the few seasoned venture capitalists active in this area are all too aware of the pitfalls, some would be business angels may not be.

"You have got to make it quite clear to investors that the risks are extremely high," says Dr David Thomas, secretary of Synapta, set up at the start of this year to develop research into neurodegenerative diseases such as Alzheimer's and Parkinson's.

Otherwise, he warns, unrealistic expectations can

lead to a company falling into the same trap as British Biotech, where it has been claimed that test results of research have been overhyped. Still, the number of spin-off companies looks set to increase as the squeeze on higher education spending drives universities to look for alternative funding.

Dr Cook says Oxford University's stake in Oxford Asymmetry is now worth about £11.5m, more than a tenth of its £107m annual spending on research. "You don't need to do many Oxford Asymmetries to have a significant impact on research funding," he says.

Some scientists are still wary of venture capitalists, according to Professor Susan Greenwood, head of the university's pharmacology department and co-founder of Synapta.

But she recalls the shift in attitude in the mid-1980s to industrial funding. "That was regarded as trade - and selling our souls. People now welcome [that finance] as a useful alternative to over-stretched public funding."

### NEWS DIGEST

#### EMPLOYEE RIGHTS

### Deal on workforce votes wins cabinet support

The cabinet yesterday gave its broad support to the planned employee rights policy paper which includes the controversial proposal to give trade unions statutory recognition by an employer when backed by 40 per cent of the workforce. The office of Tony Blair, the prime minister, said the threshold was supported by all ministers who spoke at the meeting. A number of other ministers were said to share the Trades Union Congress view that such a high threshold would be unworkable.

But the cabinet's backing appeared inevitable after it emerged that Gordon Brown, chancellor of the exchequer, had thrown his weight behind the prime minister in supporting the 40 per cent figure. While union leaders are expected to continue to express their concern at Mr Blair's insistence on the 40 per cent figure, they are being reassured by the guarantee of a review of the procedure if it turns out to be unworkable.

Unions had wanted recognition if it was backed by a majority of workers voting in a workplace ballot. Employers said the requirement should be a vote by a majority of the relevant workforce. David Wighton and Robert Taylor, London

#### BUDGET RULE CHANGES

### New tax product launched

The first product designed to help the rich get around tax rules introduced in the Budget will be launched on Monday by Cazenove Fund Management, part of the blue-chip stockbrokers. The Portfolio Service, available only to investors with at least £200,000 (\$335,000), takes advantage of tapered capital gains tax to reduce tax charges to 24 per cent after 10 years, against short-term gains tax of 40 per cent, without compromising the fund managers' freedom. Investment decisions usually have to be made partly according to the tax that selling shares would attract.

The service uses an underlying unit trust to avoid tax every time shares are sold. James Mackintosh, London

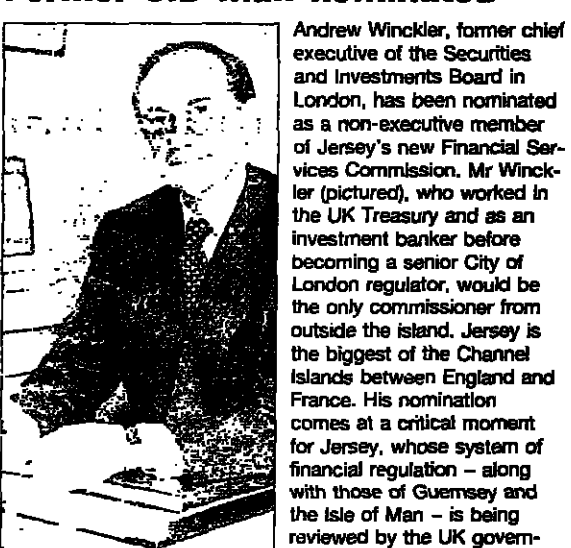
#### NUCLEAR WASTE

### MPs to probe Georgia decision

The UK government's decision to accept nuclear waste from the former Soviet republic of Georgia at the Dounreay nuclear complex in northern Scotland is to be investigated by the House of Commons trade and industry committee, the cross-party group of MPs announced yesterday. Sir John Knill, the former head of the government's Radioactive Waste Management Advisory Committee, said yesterday that the government should have finalised its policy for disposing of nuclear waste before agreeing to take the material. The complex was ordered on Tuesday to close most of its operations until it could convince the nuclear watchdog that it was safe after a power failure last week. Leyla Boulton, London

#### JERSEY FINANCE COMMISSION

### Former SIB man nominated



Andrew Winkler, former chief executive of the Securities and Investments Board in London, has been nominated as a non-executive member of Jersey's new Financial Services Commission. Mr Winkler (pictured), who worked in the UK Treasury and as an investment banker before becoming a senior City of London regulator, would be the only commissioner from outside the island. Jersey is the biggest of the Channel Islands between England and France. His nomination comes at a critical moment for Jersey, whose system of financial regulation - along with those of Guernsey and the Isle of Man - is being reviewed by the UK government. Jersey's £280bn

(£384bn) finance industry is now regulated by the island's government through a Financial Services Department. Richard Syrett, the department's current head, will become the FSC's first director-general when it takes over regulation on July 1 but will retire at the end of the year. Clay Harris, London, and Philip Jeune, Jersey

#### CITY REGULATION

### Fund manager fined \$25,000

Imro, the fund management watchdog, has fined Murray Johnstone Private Investors £15,000 (\$25,000) for shortcomings in internal organisation and failure to tell customers it had retained part of the commission it had charged on transactions. MJPI had "failed to organise and control its internal affairs in a responsible manner and to have adequate checks to ensure that it had clear compliance procedures", Imro said. The regulator cited a seven-month delay in remitting the proceeds of one sale and the charging of two private customers a normal commission rate on the restructuring of their portfolios when special reduced rates had been agreed. Before August 1997, moreover, periodic statements did not disclose that customers had been charged more for transactions that MJPI itself had been charged by its brokers. MJPI manages about £122m for private customers.

It will also pay Imro's investigation costs of £26,800. Clay Harris, London

The following statement was issued jointly today by The Drambuie Liqueur Company Limited and Hiram Walker

Drambuie and Hiram Walker are pleased to announce the resolution of long-standing issues and the entering into of a new distribution arrangement to the mutual satisfaction of both parties.

15th May 1998

## MANAGEMENT &amp; TECHNOLOGY

## HEALTH CANCER RESEARCH

## New weapons in cancer war

Clive Cookson looks at drugs that starve tumours by cutting off their blood supply

Medical researchers are tackling cancer in many different ways. The estimated 300 experimental cancer drugs range from orthodox chemotherapy to biotechnology approaches such as antibodies and gene therapy.

The latest technique to come under the media spotlight is to cut off the growing tumour's blood supply - an approach known scientifically as anti-angiogenesis.

A tumour is seen traditionally as a mass of malignant cells growing out of control, and conventional treatments attack these cells directly: removing them through surgery and/or poisoning them in situ through chemotherapy or radiation.

In contrast, the new wave of drugs designed to inhibit angiogenesis work indirectly, by cutting off the network of small blood vessels that deliver the oxygen and nutrients required by cells to proliferate.

More than a dozen different anti-angiogenic drugs are in development. Best known at the moment is a combination of two proteins, angiostatin and endostatin, being developed by Entrecto, a small US biotech company. An over-enthusiastic article about this in the New York Times led to a worldwide wave of publicity that propelled Entrecto's share price from \$12 to a peak of \$85 before it fell back to \$32.

The father of anti-angiogenesis is Judah Folkman at Boston Children's Hospital. In the 1970s he came up with the idea that tumours need to induce the growth of blood vessels to obtain sufficient nourishment. His laboratory discovered the angiostatin-endostatin combination during the early 1990s.

Although the mechanism by which these compounds prevent angiogenesis is not known, their effect can be dramatic, at least in laboratory animals. They have made substantial tumours disappear entirely in mice - but the history of medical research is lit-

tered with would-be wonder drugs that cured cancer in mice but turned out to be ineffective or to have unacceptable side-effects in people.

The most potent anti-angiogenic agents have been discovered by following up a long-standing observation of cancer surgeons: when a primary tumour is removed, the operation often appears to stimulate the growth of metastatic tumours elsewhere in the body. Dr Folkman and his colleagues reasoned that the main tumour was secreting biochemicals that prevented the secondaries developing - and they isolated a range of compounds that achieved this effect by starving distant tumours of blood supplies.

Judging by animal tests, the angiostatin-endostatin cocktail may be the fastest acting agent but it will not be ready to test on people before the end of this year. Others are further advanced in development:

- Matrix metalloproteinase (MMP) inhibitors block enzymes secreted by cancer cells, which help blood vessels to spread by breaking down the surrounding tissues. British Biotech, Amgen and Chiroscience are developing different MMP inhibitors.

- Combrexstatin, a synthetic derivative from the African bush willow, is about to start trials under the auspices of Oridene.
- Inhibitors of vascular epithelial growth factor, a protein that stimulates the formation of blood vessels, are being tested by Genentech and Ribozyme.

- Thalidomide, the notorious drug withdrawn in the early 1960s after it caused birth defects in children, turns out to be a powerful anti-angiogenic agent.

- Squalamine, an inhibitor of angiogenesis extracted from the dogfish shark, is being tested as a cancer drug by Magalnia.
- SU5416, which blocks the enzyme tyrosine kinase, is being tested for cancer by Sugen.

Although many of these will not make the grade in the clinic, even cautious oncologists expect a few anti-angiogenic drugs to work well on people. They will then add to our growing armory of cancer treatments. But none will come close to curing cancer on its own.



Money talks: Charlie Munger (left) and Warren Buffett answer press questions after a Berkshire Hathaway stockholders' meeting

PROFILE CHARLIE MUNGER, BERKSHIRE HATHAWAY VICE-CHAIRMAN

## A realist in the dream team

A special kind of personal chemistry fuels the unrivalled success of Warren Buffett's investment group, says William Lewis

At the shareholder gathering of Berkshire Hathaway recently - an event referred to as the "capitalist Woodstock" - there was a telling moment. It illustrated the curious relationship at the top of the group. Minutes after Warren Buffett, chairman of Berkshire and the shareholders' hero, had arrived to a rapturous ovation at Dairy Queen - an ice cream chain owned by the company - Charlie Munger walked in. He was largely unnoticed.

Yet Mr Munger is Mr Buffett's long-standing investment partner. He sits as vice-chairman of Berkshire, one of the most successful investment companies in the world. During the past 33 years, Berkshire's per share book value has grown from \$19 to \$25,488, a rate of 24.1 per cent compounded annually.

Mr Munger, by Mr Buffett's own admission, has played a crucial role. But unlike "the Sage of Omaha", Mr Munger has shunned the limelight.

When Mr Buffett pitched the first ball at the Omaha Royals baseball game, Mr Munger was nowhere to be seen. And at

Borsheims, Berkshire's jewellery store, it was once again Mr Buffett who starred, greeting shareholders with pithy one-liners.

Mr Munger, in the words of a shareholder who said he had travelled from Australia to meet him, "is the unsung hero of the company's success".

Even when he does appear, most Berkshire shareholders are unsure what to make of him. Unlike Mr Buffett, who was surrounded all weekend by five bodyguards, Mr Munger walked around freely. His gruff style fails to bring out the quasi-religious frenzy in Berkshire shareholders that Mr Buffett's does.

That is partly because Mr Buffett is very much in the driving seat, owning about 43 per cent of Berkshire's shares (with his wife), compared with the 15 per cent commanded by Mr Munger.

The relationship is akin to that of older brother (Munger) and younger brother (Buffett). In interviews, Mr Buffett continually refers to "Charlie", mentions him often in his annual letter to Berkshire shareholders, and is said by one adviser to "rely on him as a fellow director in

a big deal for Berkshire".

Mr Buffett says he consults Mr Munger before any big investment decision. So when he disclosed that he had failed to consult Mr Munger before investing in USAir (now US Airways), he did so with the look of a shame-faced younger brother.

After Mr Buffett's decision to invest, the airline hit severe financial difficulties, but has recently turned its performance around. Mr Buffett said he failed to foresee both downturn and upturn. With Mr Munger beside him, Mr Buffett said smilingly: "We could not have been more wrong... I mean I could not have been more wrong, Charlie was not consulted on the buying."

Mr Buffett, 67, and Mr Munger, 74, met in the 1950s. But the house Mr Munger grew up in is only 100 yards from Mr Buffett's current home in Omaha. For a time he worked in Mr Buffett's grandfather's grocery store, but after graduating from Harvard Law School he moved to Los Angeles where he lives today.

Mr Munger formed his own law firm and from 1962 to 1976 managed Wheeler Munger & Co, an investment management firm. He did not become a Berkshire shareholder until the late 1970s when two of his largest holdings were merged into Berkshire, of which Mr Buffett had taken control in 1965.

In 1978, Mr Munger was named vice-chairman of Berkshire and five years later became chairman of Westco Financial, a finance company 80 per cent controlled by Berkshire.

"Charlie has the best 30-second mind in the world," Mr Buffett said in a 1996 Forbes interview. "He goes from A to Z in one move. He sees the essence of everything before you even finish the sentence."

Their styles are very different. At the annual meeting, Mr Munger responded to one question about the worth of Berkshire's subsidiary companies by roughly telling the shareholder to work it out for himself. Mr Buffett joked: "Oh, Mr Nice Guy."

They even sit differently. Mr Buffett was hunched forward, keenly anticipating the next question. Mr Munger sat back in his chair, often declining to add anything.

Asked about Berkshire's share price, Mr Buffett said: "We are never going to give advice on Berkshire's stock." Mr Munger added: "Eccentric we are, but that eccentric we are not."

when two of his largest holdings were merged into Berkshire, of which Mr Buffett had taken control in 1965.

In 1978, Mr Munger was named vice-chairman of Berkshire and five years later became chairman of Westco Financial, a finance company 80 per cent controlled by Berkshire.

"Charlie has the best 30-second mind in the world," Mr Buffett said in a 1996 Forbes interview. "He goes from A to Z in one move. He sees the essence of everything before you even finish the sentence."

Their styles are very different. At the annual meeting, Mr Munger responded to one question about the worth of Berkshire's subsidiary companies by roughly telling the shareholder to work it out for himself. Mr Buffett joked: "Oh, Mr Nice Guy."

They even sit differently. Mr Buffett was hunched forward, keenly anticipating the next question. Mr Munger sat back in his chair, often declining to add anything.

Asked about Berkshire's share price, Mr Buffett said: "We are never going to give advice on Berkshire's stock." Mr Munger added: "Eccentric we are, but that eccentric we are not."

## PUBLIC NOTICES

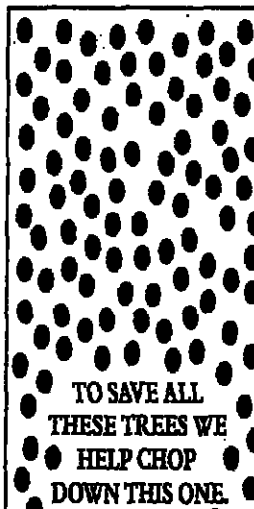
## NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT 1984

The Secretary of State hereby gives notice as follows.

1. She proposes to grant licences under the Telecommunication Act 1984 ("the Act") to MLL Telecom Limited and International Computers Limited ("the Licensees") to run telecommunication systems throughout the United Kingdom. Both licences will be for a period of 25 years subject to earlier revocation in specified circumstances.
2. The principal effect of these licences will be to enable the Licensees each to install and run telecommunication systems in throughout the United Kingdom. Each Licensee will be able to provide a wide range of services but excluding mobile radio services and certain international services. Both Licensees authorise connection to a wide range of other systems, including earth orbiting apparatus, allowing the provision of some types of international satellite service. On securing a share of 25% or more of the market in respect of particular services in an area specified by the Director General of Telecommunications, each Licensee may be obliged to make available those telecommunication services to all who reasonably request them within that area.
3. Both licences will be subject to conditions such that section 8 of the Act will apply, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.
4. The Secretary of State proposes to grant these licences in response to applications from the Licensees for such licences because she considers it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.
5. She proposes to apply the telecommunications code ("the Code") to each of the Licensees subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensees will each have duties:
  - (a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
  - (b) to comply with conditions designed to ensure efficiency and economy on the part of the Licensees, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of their apparatus;
  - (c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
  - (d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in their respective licences to their powers under the Code; and
  - (e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.
6. The reason why the Secretary of State proposes to apply the Code to the Licensees is that the Licensees will each need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under the proposed licences.
7. The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensees can meet (and relevant persons can enforce) liabilities arising from the execution of works.
8. Representations or objections may be made in respect of the proposed licences, the application of the Code to the Licensees and the proposed exceptions and conditions referred to above. They should be made in writing by 15 June 1998 and addressed to the undersigned at the Department of Trade and Industry, Communications and Information Industries Directorate, 2.67 Grey, 151 Buckingham Palace Road, London SW1W 9SS. Copies of the proposed licences can freely be obtained by writing to the Department or by calling 0171 215 1756.

Alan D Proud  
Department of Trade and Industry

15 May 1998



TO SAVE ALL THESE TREES WE HELP CHOP DOWN THIS ONE

↓

Tropical hardwood trees are more valuable to loggers than other trees in the rainforest.

High prices for hardwoods ensure that loggers have no qualms about destroying other trees that stand in their way.

So a WWF project in Costa Rica is pioneering ways of felling a tree without bringing down several others around it.

And how to remove a useless building from a path through the surrounding forest.

If the rainforest is cut wisely, they can be used forever. Help WWF prove this in rainforests around the world, by writing to the Membership Office at the address below.

WWF

World Wide Fund for Nature

100 Victoria Road, Chesham, Bucks HP80 2JQ, UK

Telephone: 0494 470000 Fax: 0494 470001

Internet: [www.wwf.org.uk](http://www.wwf.org.uk)

Telex: 253000 WWF CH

Registered office: 100 Victoria Road, Chesham, Bucks HP80 2JQ, UK

Registered in England No. 2628967

Charity No. 2628967

Charity No. 2628967

Charity No. 2628967

Charity No. 2628967

Charity No. 2628967

Charity No. 2628967

Charity No. 2628967

Charity No. 2628967

## TECHNOLOGY AUTOMOTIVE ENGINEERING

## Faster route to get a widget on the road

Peter Marsh on how a component maker is meeting car industry demands for increasing technical sophistication

It is the widget par excellence: a small snap-on device used in car production which takes an instant to connect on the assembly line, costs only a few cents, and can withstand internal forces of more than 1,000 times atmospheric pressure.

Such devices, almost entirely hidden but fundamental to vehicle performance, are among the products that have emerged from an international network of development centres established by Bundy Automotive, a UK-based company which is the world leader in cars' internal "plumbing" equipment.

Bundy, part of TI, the engineering group, claims about one sixth of the \$30n-a-year world market in automotive fluid systems. Competitors include ITT of the US, Britain's Siebe and Sanoh of Japan. Bundy recently added to its worldwide operations by the \$350m purchase of S&H Fabricating & Engineering, the biggest US maker of fluid handling systems for a vehicle's powertrain - the engine, gearbox and everything that powers it.

In the past five years, Bundy's sales have expanded 50 per cent, helped by the growing sophistication of vehicles' plumbing, plus the desire by carmakers to outsource more of this production.

Bundy's products are made in 90 plants in 27 countries, serving the main vehicle markets of the US, Europe and east Asia. A key to the company keeping up with customer requirements is its chain of six product-development centres - two in the US and one each in France, Italy, Germany and Belgium.

The centres link up with the 15 or so "product teams" - each of them comprising up to 60 engineers, sales and marketing people - inside the rest of the Bundy business. The teams liaise virtually continuously with big

customers such as Ford, Volkswagen and General Motors.

According to Ron McIntosh, Bundy's head of product planning, the interactions between all three groups of people have to be as fluid and direct as possible to squeeze into ever shorter periods the transfer of products from the ideas stage to the factory floor. An example is Bundy's "high-pressure connector", devised at the company's connector development centre near Detroit. Assuming further developments proceed satisfactorily, it may be fitted to new cars at about the turn of the century.

The product arose from car companies' demands for ultra-safe brake-fluid systems that would remain intact even when a driver exerts maximum force on the brake pedal.

The connectors - which link pipes and other parts of the braking system - are often the weakest points in the chain.

Bundy has come up with a "high-pressure" variant on earlier generations of connectors that do the job satisfactorily, without pushing

up costs unacceptably.

Engineers at two more of Bundy's development centres - in Busalla, Italy, and at a second US centre, also near Detroit - worked on a new type of protective coating for the metal tubes used in braking systems. The copper-steel alloy normally used for these tubes can wear unacceptably fast, especially if the metal is exposed to road chippings.

Borrowing ideas from the world of refrigeration, in which supplies of coolant are often channelled using corrosion-resistant aluminium tubing, the Bundy engineers devised a way of coating the conventional copper-steel pipes with a thin layer of aluminium through a "hot dip" process. To add to the robustness of the pipe, a layer of nylon plastic is then added.

A third innovation was born at another development centre in Kassel, Germany. Engineers there worked with extrusion specialists to come up with an unusual five-layer hose material for use in automotive pipes comprising a sandwich-like arrangement of different grades of nylon polymer.

The finished pipe - with its five-layer plastic only 1mm thick - makes a particularly effective conduit for petrol.





## THE ARTS

## Soprano in the wings

Andrew Clark talks to one of the best-kept secrets of the music world, Adrienne Pieczonka, about her burgeoning career

Imagine your ideal soprano: a voice of rare beauty, with an instantly recognisable timbre, a warm middle and a soaring top. The technique is flawless and she has a heavenly sense of line. Add a North European's dramatic intelligence and, to survive the rigours of the profession, a North American's steely determination – not forgetting the patience to play for the long term. It all sounds remarkably like Adrienne Pieczonka.

Adrienne who? Pieczonka is one of the best-kept secrets of the music world. Casting directors in the big opera houses are slowly beginning to fix their gaze on her, but orchestras and record companies have yet to wise up, and audiences at Covent Garden and the Met are still in the dark. A Canadian with a Polish father, Pieczonka, 34, served her apprenticeship in Vienna in the early 1990s and spent two summers at Glyndebourne, latterly as Arabella in 1996 – a part which showcased her charming stage presence. This weekend Pieczonka makes her debut as Ellen Orford, her first Britten role, in a new production of *Peter Grimes* at the Hamburg State Opera.

There is no shortage of classy North American sopranos making their way

across the Atlantic. Pieczonka stands out not because of her commanding height, but because there is nothing mass-produced about her – no plastic smile or identikit personality. She may share her US colleagues' confidence and ambition, but not their cultural imperviousness. Listen to her Sieglinde, as I did last summer in Edinburgh: hers

she won two continental singing competitions. Viennese agents took note, and there she was, "die kleine Pieczonka", cycling in to the Volksoper every day to sing roles like First Lady in *Die Zauberflöte* and Laura in *Der Bettelstudent*.

For someone who spoke barely a word of German, a three-year contract in Vienna amounted to jump-

**I well remember her raunchy Frieda in Aribert Reimann's 'Das Schloss', cracking a whip and singing all sorts of strange scoops and high Cs**

is an authentic Wagnerian sensibility. Observe her Desdemona or Tatyana, and you'll find the performance equally sincere.

Pieczonka ascribes it to her Viennese training. Having graduated from the University of Toronto's opera division in 1988, she was faced with a choice: join the Canadian Opera Company's apprentice programme along with most of her contemporaries, or take the lonely route to Europe. Armed with a grant from the Canada Council, she opted for Europe – and has never looked back. After studying with Vera Rozsa in London,

ing in at the deep end. She found it "absolutely grueling. They pulled me apart – I was told I didn't know how to move, that my German didn't make sense. And I have to admit, I had no idea what I was singing in all those operas. It had to be light and frothy, so I just memorised the lines and made sure I knew when to laugh."

Although there were just as many tears in her first 18 months, Pieczonka stuck at it because she was getting a solid grounding in the theatre. While colleagues back home were understudying tiny parts, she was adding

Donna Elvira and the *Figaro* Countess to her repertoire, often jumping in for indisposed colleagues. The turning point came with a Harry Kupfer production of *Eugene Onegin* – "very intense, with a lot of rolling around" – in which she sang her first Tatyana. It was a hit, and she started guesting elsewhere.

I well remember her raunchy Frieda in the world premiere of Aribert Reimann's *Das Schloss* in Berlin in 1992, cracking a whip at her first entrance and singing all sorts of strange scoops and sustained high Cs. At that stage she didn't question anything that was asked of her: "I'm a bit more conservative now – more a question of 'Prima la voce'. In Vienna I just did what was required, because I thought I'd be fired otherwise. You hear all sorts of horror stories about singers being taken advantage of and ruining their voices, but it's the soubrettes who are most at risk. I'm lucky that Vienna saw my potential and didn't overwork me."

Having graduated from the Volksoper to the Staatsoper, she found herself in 1993 singing for Riccardo Muti – who was sufficiently impressed to cast her as Donna Anna in a new production of *Don Giovanni* for next year's Vienna Festival. She also has her first Elsa lined up, in a new *Lohengrin*



'I'm lucky that Vienna saw my potential and didn't overwork me': Adrienne Pieczonka

at Munich. So, as a lyric soprano with dramatic tendencies, does she see herself following a similar path to Gundula Janowitz, a great Viennese-trained Elsa of a previous generation? Some of their vocal properties are similar. Like Janowitz, Pieczonka has the seamless, fine-spun sound for Strauss's *Four Last Songs*, and she found her Viennese experience an ideal preparation for Arabella – not just because it taught her fluent

German, but "because I know the Prater and the kind of house where Arabella would live. The role was like Viennese blood to me. I love Hofmannsthal's text – there's nothing contrived in the conversation, it's just like thoughts coming out, and Strauss sets it so beautifully. People say the German language is unsingable. Bollocks!"

But with a career revolving around Vienna, Munich and Hamburg, Pieczonka is

wary of being typecast as a German soprano. Parts like the Marchallin, Elisabeth (*Tannhäuser*) and Senta are beckoning, but Pieczonka has time on her side – and meanwhile there is the Italian repertoire to explore. She began last year with Alice Ford (*Falstaff*) and Desdemona (*Otello*). Amelia (*Boccamper*) and the title role in *Luisa Miller* are the logical next step. Verdi's appeal, she says, lies in the fact that "vocal beauty is number

one. There's no opera like *Otello* for showcasing it. In the last act, you don't really need stage direction – it's just a matter of how beautifully you can sing the 'Willow Song'. And if that's not enough, you get down on your knees and sing the 'Ave Maria'. Then you get strangled. I loved it!"

'Peter Grimes' is at the Hamburg State Opera on May 17, 23, 25, 30, and June 5, 9, 11 (+49-40-351721).

## POP JEFF BUCKLEY

## A perfectionist – gone but far from forgotten

The death by drowning last year of Jeff Buckley was widely regarded as a pointless waste of an outstanding talent; but in truth he had yet to prove himself. True, 1994's *Grace* was an outstanding debut, full of fiery energy, sensuality and a willingness to change direction unexpectedly which made his work uncomfortably difficult to categorise.

**'Sketches' gives a snapshot of Buckley's state of mind before that ill-conceived swim, confirming his promise**

But the years since that considerable achievement were full of rumours of creative burn-out and hours of fruitless toil in the recording studio. Buckley developed a reputation for restlessness and perfectionism, an uneasy combination when a record company is anxiously awaiting the follow-up of a critically acclaimed album.

Buckley never completed that album; but the double CD *Sketches (For My Sweetheart, The Drunk)* (Columbia), compiled under the

supervision of his mother, Mary Gubert, gives a snapshot of Buckley's state of mind before he wandered off for that ill-conceived swim in Memphis Harbour, and what exciting thoughts were therein contained.

There has been controversy even in the putting together of the album, with various parties arguing over Buckley's precise intentions, but there is more than enough here to confirm the promise of one of the decade's few original talents. The first CD consists of sessions recorded with Tom Verlaine in New York, and could itself have made a more than polished successor to *Grace*. It is not vastly different in scope from that album, which may be why Buckley allegedly became dissatisfied with it, but there are plenty of gorgeous moments throughout.

There is, first, the voice: from the sweet, soulful phrasing of "Everybody Here Wants You" and "Opened Once" to the frantic falsetto of "Vancouver". Buckley's sweeping vocals (the element in his work which drew the most comparisons with his father Tim) give the most banal of his lyrics an emotional charge.

Then there are the angular, guitar-driven "The Sky is a Landfill" and "Nightmares By the Sea", full of urgency and drive. Sometimes he tries too hard:



Sadly truncated career: the late Jeff Buckley

"You're a woman, I'm a call/ You're a window, I'm a knife" he sings on "Morning Theft", a couplet that no amount of breathy eroticism can rescue. But then there is the ironically prophetic opening of the ghostly, closing "You and I" – "You and I/Ah, the calm below that poisoned river wild" – and the spell takes effect once more.

The second CD is the work-in-progress part of *Sketches*, and is frankly one for the aficionado. Recorded at home on a four-track, many of these songs transcend the line between experimentation and cacophony, although the cover of Genesis's "Back in N.Y.C." illustrates Buckley's burgeoning interest in musical complexity.

There will, we can be sure, be more outtakes, live performances and assorted curios to come from Buckley's sadly truncated musical career; but these sketches at least make the eulogies which followed his death sound a little less extravagant.

Peter Aspden

## Three loaded situations

## THEATRE

## ALASTAIR MACAULAY

Three Pinter plays  
Donmar Warehouse, London WC2

There is a fascinating and characteristic unease that marks an audience's reaction to the plays of Harold Pinter. Often the audience laughs – it dissolves the tension. Often it coughs – apprehension goes straight to the respiratory system. But, even when the audience is enthralled, it is not allowed to relax. Who are these characters to each other? Where is this play going? Above all, how should we react? But Pinter will not give us a clue. Some people feel that he is a manipulative playwright, playing cat-and-mouse with us. But his inescapability is not just his technique in entertaining us; it is the key to his view of humanity and life.

Witness the superb Pinter triple bill at the Donmar Warehouse. Sometimes he is as much fun as Coward (especially Pinter himself, who acts in his 1961 play, *The Collection*); sometimes he is as suspenseful as Hitchcock; sometimes he is as fierce and intimate as an exposé of the power struggle between two people as Strindberg; and sometimes he drops opaque utterances with the peculiar eloquence of T.S. Eliot. In *The Collection*, he illustrates the complex perturbations between two households caused by a whiff of adultery. In *The Lover* (1963), he dramatises the need for fantasy and role-playing within a marriage and makes it a serio-comic battlefield

between husband and wife. In *A Kind of Alaska* (1982), he depicts the painful politics between a patient awakening after many years and the carers who have watched her at the expense of their own lives. In Pinter, every character is vulnerable; unattainable; unknowable; self-contradictory. Meanwhile the rhythm of the sentences is sensuous and audacious.

To judge the range of Pinter, you need only attend to this triple bill's two most authoritative performances: Pinter's Harry in *The Collection* and Penelope Wilton's Deborah in *A Kind of Alaska*. I wrote of both when

**Pinter himself is full of elegance, danger, aplomb**

I saw them last spring in Dublin; but, as seen only 20 minutes apart here, they handsomely lead us in diametrically opposed directions. Pinter himself is full of elegance, danger, aplomb. He takes charge of loaded situations with a partly absurd display of urbanity, he tries to reinforce his authority with petty assertions of power, and often you sense in him the cowardly control-freak secreted behind the polished snarl. Wilton is, by contrast, like an openly beating heart. As she tries to come to terms with the world that has grown old while she slept, she veers between old memories and new bafflement, between active denial and delicate acceptance. And at all points she reveals herself: the psychosexual fantasies, the

social attitudes, the different family loyalties all pour artlessly from her.

Pinter writes like a composer fascinated by harmony; each new line brings with it a change of key. Two actors who have worked before with Pinter, Douglas Hodge and Lia Williams, also give two performances each here that are especially revealing in this respect. As James and Stella in *The Collection* and as Richard and Sarah in *The Lover* (both directed by Joe Harston), they are beautifully awake to the moment-by-moment nervous adjustments in Pinter's writing. They bring to the surface the human fragility that is part of Pinter's essence.

Bill Nighy brings to the seemingly small role of Hornby in *A Kind of Alaska* (ideally directed by Karel Reisz) a brilliant complexity of understanding, pain and patience, strength and of defeat, lie within his smallest movements and least words. Who but Pinter would here make us feel Deborah's power-assertions? She has been through hell, but – charmingly – she makes herself the centre of attention. At the end, she seems the least broken person in the room. And yet, because of her (and Wilton), you have been on a vast spiritual journey that is rare inside or outside the theatre.

## Correction

Contrary to the review of *Rent* in yesterday's FT, the late Jonathan Larson did not have an AIDS-related illness. We apologise for the distress this error has caused.

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Tosca: by Puccini. New production by Nikolaus Lehnhoff with a cast including Bryn Terfel. The conductor is Riccardo Chailly: May 15, 17, 19

## BERLIN

**CONCERTS**  
Philharmonie  
Tel: 49-30-2548 8354  
Berlin Philharmonic Orchestra: conducted by Emmanuel Krivine in works by Beethoven and Tchaikovsky. With violin soloist Gil Sheshani; May 17, 18, 19

## BOLOGNA

**OPERA**  
Teatro Comunale  
Tel: 39-51-529 999  
www.netuno.it/teatrocomunale  
Don Pasquale: by Donizetti. La Scala production conducted by Maurizio Benini/Roberto Polesini in a staging by Stefano Vizzoli. Cast

includes Ruggero Raimondi; May 15

## BONN

**EXHIBITION**  
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland  
Tel: 49-228-917 1200  
www.kah-bonn.de

The Iberians: display of 350 objects made, between the sixth and the first century BC, by a little-known civilisation which existed on the west of the Mediterranean bowl, between Andalusia and Languedoc. Some of these objects have never before been removed before from the sites of their excavation. Others have been loaned by Spanish and French museums; from tomorrow until Aug 23

## BOSTON

**EXHIBITIONS**  
Museum of Fine Arts, Boston  
Tel: 1-617-267 9300  
A Grand Design: The Art of the Victoria and Albert Museum. North American tour of selected objects from the V&A's collection. Ranges from da Vinci's notebooks to Vivienne Westwood shoes; ends on Sunday

## BRUSSELS

**OPERA**  
La Monnaie  
Tel: 32-2-229 1211  
www.fino.be/monnaie  
Il Barbiere di Siviglia: by Rossini. New production conducted by Philippe Perleot in a staging by William Kentridge. With the Handspring Puppet Company.

at the Luntheater; May 15, 16, 17, 19, 20  
● L'Orfeo: by Monteverdi. New production conducted by René Jacobs and directed and choreographed by Trisha Brown; May 15, 16, 17, 19, 20

## CHICAGO

**CONCERTS**  
Orchestra Hall  
Tel: 1-312-264-3000  
www.chicagosymphony.org  
Chicago Symphony Orchestra: conducted by Franz Welser-Möst in works by Brahms and Shostakovich. With piano soloist André Watts; May 15, 16, 19

## FLORENCE

**OPERA**  
Maggio Musicale Fiorentino  
Tel: 39-55-211158  
www.maggiomusicale.it  
Le Comte Ory: by Rossini. New production conducted by Roberto Abbado in a staging by Lorenzo Mariani; ETT-Teatro della Pergola; May 15, 17

## FRANKFURT

**CONCERTS**  
Frankfurt Oper  
Tel: 49-69-21202  
Budapest Festival Orchestra: conducted by Iván Fischer in works by Mahler and Bruckner. With mezzo-soprano Doris Soffel; May 15

## GENEVA

**CONCERTS**  
Victoria Hall

Tel: 41-22-3170017  
Orchestra de la Suisse Romande: conducted by Edmon Colomer in works by Turina, Ravel and Falla. With piano soloist Alicia de Larrocha; May 20

## LISBON

**CONCERTS**  
100 Days Festival, Expo '98  
Machado Symphony Orchestra: El Amor Brujo by Manuel de Falla; Main Auditorium, Centro Cultural de Belém; May 16, 17

## LONDON

**CONCERTS**  
Royal Festival Hall  
Tel: 44-171-960 4242  
Baronborn Beethoven Cycle: series of six concerts, with Barónborn conducting the nine Symphonies and directing the five Piano Concertos from the keyboard. With the Staatskapelle Berlin and London Symphony Chorus; May 15, 16, 17

## LOS ANGELES

**CONCERTS**  
Dorothy Chandler Pavilion  
Tel: 1-213-365 3500  
City of Birmingham Symphony Orchestra: Sir Simon Rattle conducts a programme of works by Rameau, Haydn and Beethoven; May 20

**OPERA**  
L.A. Opera, Dorothy Chandler Pavilion  
Tel: 1-213-972 8001  
www.laopera.org  
Il Trovatore: by Verdi. Conducted

by Gabriele Ferro in a staging by Stephen Lawless. Cast includes Vladimir Bogachov; May 18

## MADRID

**EXHIBITIONS**  
Fundació "la Caixa"  
Tel: 34-1-435 4833  
From Whistler to Sickert: joint retrospective of the two painters which aims to introduce their work to the Spanish public by contrasting their differences. The exhibition will demonstrate the influence of Velázquez on Whistler as well as that of Whistler on Sickert; ends on Sunday

## MUNICH

**CONCERTS**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
Bavarian Radio Symphony Orchestra: conducted by Dmitri Kitajenko in works by Prokofiev and Tchaikovsky; May 15

## NEW YORK

**CONCERTS**  
Lincoln Center  
Tel: 1-212-721 6500  
www.lincolncenter.org  
● New York Philharmonic: conducted by James Conlon in

works by Zefirey, Rachmaninov and Liszt. With piano soloist Garrick Ohlsson; Avery Fisher Hall; May 15  
● New York Philharmonic: conducted by James Conlon in works by Rachmaninov and Liszt. With piano soloist Garrick Ohlsson; Avery Fisher Hall; May 19

## EXHIBITIONS

Metropolitan Museum of Art  
Tel: 1-212-879 5500  
www.metmuseum.org  
When Silk Was Gold: Central Asian and Chinese Textiles. Featuring 64 precious textiles from the 8th to 15th centuries, when they were of immense economic and cultural significance; ends on Sunday

## OSAKA

**EXHIBITION**  
The Museum of Art, Kintetsu  
Tel: 81-6-624 1111  
Aubrey Beardsley: more than 200 drawings, prints, posters and books created during the brief period of the artist's fame. The exhibition marks the centenary of his death, aged 25; from today until Jun 8

## PARIS

**CONCERT**  
Théâtre des Champs Elysées  
Tel: 33-1-4525050  
Orchestre National de France: conducted by Vassili Sinaïski in works by Haydn, Saint-Saëns and Beethoven. With cello soloist Han Na Chang; May 18

## EXHIBITION

Musée d'Orsay

Tel: 33-1-4049 4814  
www.musee-orsay.fr  
Manet, Monet, and the Gare Saint-Lazare: places Manet's famous painting in a context provided by works by other artists and a group of related drawings, prints and photographs; ends on Sunday

## TOKYO

**CONCERTS**  
Surutary Hall  
Tel: 81-3-3594 9999  
London Symphony Orchestra: conducted by Sir Colin Davis in works by Mendelssohn and Elgar; May 19

## TV AND RADIO

● **WORLD SERVICE**  
BBC World Service radio for Europe can be received in western Europe on medium wave 848 kHz (463m)

● **EUROPEAN CABLE AND SATELLITE BUSINESS TV**  
● **CNN International**  
Monday to Friday, GMT:  
06:30: Moneyline with Lou Dobbs  
13:30: Business Asia  
19:30: World Business Today  
22:00: World Business Today Update

● **Business/Market Reports:**  
05:07: 06:07: 07:07: 08:20: 09:20: 10:20: 11:20: 11:32: 12:20: 13:20: 14:20.

At 08:20 Tanya Beckett of FTV reports live from Liffe as the London market opens.

## COMMENT &amp; ANALYSIS



PHILIP STEPHENS

## Forgotten continent

The fuss over who-said-what-when in relation to the coup in Sierra Leone is an example of Britain's indifference towards Africa

Africa lies beyond our horizons. It flickers before our consciousness only as a sporadic sequence of uncomfortable events. Once in a while, television confronts us with the grisly images of another war, another famine. Or we hear of a bloody coup in a country we could never quite place on the map. We slip a small donation into an envelope and close our minds to the continuous tragedy of the continent.

Who cares if Africa has fallen off the edge of the global marketplace? With the end of the cold war it has lost its strategic significance. And it is too poor to matter otherwise. Africans do not have the money to buy Coca-Cola. They lack the education to use Windows 95. The continent cannot pay its debts. Measured in today's dollars the output of Africa south of the Sahara is less than that of Switzerland. Save for the beacon at its southern tip, it is a place best left to mercenaries and missionaries.

We have grown weary of the grim statistics. Annual income per head stands at less than \$500. In the rich countries of the west it averages nearly \$25,000. The mortality rate for children under five is 147 per 1,000. In high-income countries, the comparable figure is seven. Of 32 low-income countries officially classified as severely indebted, 25 lie in sub-Saharan Africa.

Outstanding debt of \$140bn represents more than three-quarters of these countries' annual income. They spend more than four times as much on debt service as on health. Plagues once thought eradicated - tuberculosis, yaws, yellow fever - could not find a more hospitable incubator. We

have lost count of the victims of war. How many recall now that it is only four years since 800,000 died in Rwanda's genocide?

Into this stagnant pool of indifference has stepped something called the Arms to Africa affair. Ministers or officials in Tony Blair's government have been accused of conniving with British mercenaries in the recent restoration to power of democratic government in Sierra Leone.

The alleged collusion, we are told, might have broken the United Nations arms embargo imposed after last year's brutal military coup in this impoverished west African state. Entire forests have been consumed in the media game of divining who-said-what-when during the months before President Ahmed Tejan Kabbah's counter-coup. The ethical foreign policy trumpeted by Robin Cook, Britain's foreign secretary, has been dismissed as fraudulent.

This is not the occasion to pass judgment on whether Mr Cook was culpable of sins of commission or omission. Suffice it to say that a rather small fire seems to have generated an awful lot of smoke. Perhaps it tells us something about public confidence in democracy that so many prefer the word of mercenaries to that of their politicians.

What strikes me, however, is the way in which the dismal condition of Sierra Leone itself has been deemed entirely incidental. This former British colony has long been sliding into economic and social chaos. At \$200, its per capita income is now less than half even the awful average for sub-Saharan Africa. Life expectancy is less than 40 years. Its government is sustained only with the

support of Nigeria's General Sani Abacha.

Who cares? The important point, we are told, is whether Mr Cook was diligent in the reading of official papers about the coup. The truth, of course, is that Britain's offence has been one of long-term complacency rather than short-term complicity. Had President Kabbah not been restored to power with the aid of British mercenaries, we would have heard nothing of Sierra Leone.

There is nothing unusual in this indifference. Britain has grown weary of the white man's burden. It is easier to lay the blame for Africa's ills on tyrants who have squandered western aid, on tribal wars and on regimes that have robbed their own people. Britain's responsibility ended with the defence of its remaining commercial interests. Serious diplomatic energy is to be expended where it counts: in Washington and Paris, Brussels and Beijing.

Thus while others seek to tighten the sanctions against General Abacha's squalid dictatorship, Mr Blair's government prefers to back British Airways' efforts to make money again from the London-Lagos route. The tyranny of Daniel arap Moi's Kenya is overlooked lest trade is damaged or Britain threatened with an influx of East African Asians. Zimbabwe and Zambia have no place even in what pretends to be an ethical foreign policy.

Yet there is something simple and straightforward that could be done to begin easing Africa's pain. Governments of the eight leading industrial countries could back the campaign by the Jubilee 2000 coalition of non-governmental aid

agencies to cancel the debts of the poorest nations.

The cost would be minimal, as no one anyway expects the debts to be fully repaid. But when Mr Blair hosts the summit of Group of Eight leaders in Birmingham tomorrow, they will opt instead for minor improvements to an existing, wholly inadequate debt reduction programme.

Mozambique, the latest beneficiary of this supposed generosity, will see its debt payments actually increase under the programme.

It is a question, we are assured, of moral hazard. If these nations have their debts cancelled now, they will have no incentive to repay future borrowings. And the worst needs to remain its leverage to force Africa into the straitjacket of the International Monetary Fund's structural adjustment programmes. Never mind that Joseph Stiglitz, chief economist of the World Bank, has publicly attacked the prescription for slavish adherence to economic orthodoxy represented by the so-called Washington consensus.

And avoidance of moral hazard is a principle we must apply only to debtors. The creditors who secretly lent \$8.5bn to President Mobutu Sese Seko's Zairean regime during the 1980s cannot be exposed to the risk of default. The government that overthrew him must pick up the bill for the west's collusion with Mr Mobutu's corruption. The rest of us meanwhile must ignore the awkward reality that a large chunk of the continent's outstanding debt is a legacy of the western arms sales that have so successfully fuelled its conflicts.

Debt relief, of course, is a start rather than an answer to Africa's myriad ills. There is much that can be done with diplomacy. Political sticks will sometimes have a role alongside the carrots of trade and aid. But reclaiming Africa is more than a question of ethics and humanity. Its problems - of crime, disease, the environment, drugs, migration - are already being felt beyond its borders. We can turn off the television news. We cannot ring-fence a continent.

## LETTERS TO THE EDITOR

### Debt relief argument reveals hard heart and expectations that are unrealistic

From Ms Ann Pettifor.

Sir, The logic of Martin Wolf's article is clear ("Soft heart, soft head", May 12). He argues that "what matters is not the debt, but resources into a country exceeding those transferred out". In other words, bankrupts should not worry about bankruptcy. Instead, as long as they continue attracting new loans and grants, in excess of their existing debts, they can "spend more than the value of their output" with these transfers.

This is the kind of irresponsible advice the International Monetary Fund has been giving poor country governments for years. It is particularly irresponsible in the context of a 35 per cent fall in grants and net official flows to sub-Saharan Africa over the past seven years, and of falling commodity prices. Such advice encourages dependence on foreign loans and aid inflows, and discourages balanced sustainable development.

It has also helped undermine the debtor creditor relationship as countries increasingly rely on new loans or aid to finance old repayments. Transfers stay on the magic roundabout and come straight back to the creditor or donor, in the form of debt repayments. It takes a hard heart and a soft head to lead poor countries down this particular path.

Ann Pettifor, director, Jubilee 2000 Coalition, Charitable Trust, PO Box 100, London SE1 7RT, UK

From Professor Michael Lipton.

Sir, Martin Wolf courageously questions whether "highly indebted poor countries" (HIPC) need softer conditions on debt relief.

Caricatured debt relief would also be unwise because:

- Capital flows to developing countries are limited. More for the heavily indebted - whether concessional debt relief for Africa or bailouts for east Asia - means less for relatively well-managed economies, such as India and China. These already get less support per head. They use capital more efficiently, and have achieved great advances. Yet they remain the heartlands of poverty.

- We lack proof that HIPC governments use debt-relief resources against poverty, sickness and illiteracy, rather than for arms or public building.

- Proposed relief would, by penalising concessional lenders (for example, the World Bank's "soft loan" arm), ease repayment for harder lenders, domestic and foreign.

So careful, enforced conditions are needed - but centred on fashionable invective against "dirigiste... interventionist governments". Developing countries have gone some way to roll back inappropriate trade distortion, regulation, and public-sector production. Where the growth response has been disappointing, as in most HIPCs, it is usually because governments have failed to take more action - against disease, illiteracy and (through farm research, rural infrastructure, and often land reform) mass poverty. East Asia's success, shown in Wolf's graph, was based on such limited, but substantial, dirigisme.

Can the G8 move from

I'VE GOT NOTHING AGAINST POOR PEOPLE NOT STARVING TO DEATH AS LONG AS THEY'RE WILLING TO PAY FOR IT



Wolf's valuable critique to positive policies? Aid, including debt relief if appropriate, exists to help developing countries towards effective public action against mass poverty, illness and illiteracy. To this end, the 1996 OECD agreement - the centrepiece of aid policy in Britain - commits donors to enter into partnerships, led by each aid recipient, for monitored policies to halve absolute poverty by 2015, and to meet similarly "hard" health and literacy goals. To achieve such ends, governments need to commit themselves to costly new actions, as well as to abstain from unwise old actions. HIPCs that demonstrate their will to implement such policies deserve aid debt relief, and priority in the liberalisation of EU and other markets. Others do not.

Michael Lipton, research professor of economics, poverty research unit, Sussex University, Brighton BN1 9QN, UK

From Mr John Gossage.

Sir, Martin Wolf is in danger of seriously underestimating the Jubilee 2000 campaign in trying to depict it as a band of people with good intentions but confused thinking. I have met no one who seriously suggests, as he alleges, that severely indebted developing countries were not poor before they became indebted. Debt relief is clearly not the complete solution. Trade, private sector capital flows, public sector and non-governmental organisation aid all have important roles to play in fostering development. Yet there is still a strong case for the unconditional relief of unsustainable debt, and relief of residual debt upon conditions that would include, where appropriate, adoption of structural adjustment programmes designed to achieve the economic rectitude he seeks.

When Martin Wolf worked at the World Bank between 1972 and 1974 most of the people now alive in the east African countries with which he worked would probably not have been born. Moreover, he ignores the impact of the second oil shock, the collapse in com-

modity prices and the sustained depression in the terms of trade of commodity producers that ensued. The dirigiste governments of sub-Saharan Africa, and elsewhere, have been swept away. It is their successors that have to struggle with the debts that were incurred. Are the sins of the fathers to be visited upon the second and third generations? That was not the view taken with respect to West Germany after the second world war, nor indeed towards the peoples of central Europe after the fall of the Berlin Wall.

We in the wealthy west are enjoying the benefits of rising volumes and falling prices in many products, but just think what conditions might be like if an exogenous shock were to turn this into a situation where both volumes and prices were falling. One day we shall need the demand of the world's poor for our goods and services. We ought to start today to make sure that it will be there.

John Gossage, Rose Villa, 230, Hanworth Road, Hampton, Middx, UK

From Mr Bill Linton.

Sir, Martin Wolf takes hard-headedness too far in his argument against debt relief for Africa. Since he finds campaigners' concern for the poor "impressive and justified", one might reasonably have expected him, in dismissing debt relief, to come up with an alternative strategy for levering the poorest African countries out of the mire. His failure to do so looks suspiciously like complacency - a suspicion compounded by his admission to having worked for the World Bank on several east African countries in the 1970s, when it was the complacency shown by the bank and other financial institutions which started Africa down its present disastrous path.

Sure, some of the money was wasted, but what about the huge hike in interest rates in the 1970s, or the steady erosion of the terms of trade - often exacerbated by the IMF's insistence on forcing all its client countries to grow the same few cash crops? And how does good governance or financial probity find a foothold in a wrecked economy? Mr Wolf's expectations are unrealistic.

The burden of unsustainable debt results in hospitals without medicines, schools without books or money to pay teachers, and malnourished, stunted - or just plain dead - children. Twenty-one million extra child deaths in the next decade, Mr Wolf, if debt relief is not granted. If you can argue against that then your heart is even harder than your head.

Bill Linton, 39A Fox Lane, Palmers Green, London N13 4AJ, UK

### Multinationals ignore trailing spouses

From Dr Elisabeth Marx.

Sir, The support of spouses in international assignments is becoming increasingly important. As cited in your article, "Don't forget the trailing spouse", (May 6), support programmes in companies such as Shell International Petroleum can be seen as highly progressive. Unfortunately, our own research of 92 British and 93 German companies (supported by the Anglo-German Foundation) shows a less encouraging picture, as only 5 per cent of companies in the UK and 15 per cent of companies in Germany look at the spouse issue at selection stage. It should therefore not

come as a surprise when the same companies report the issue of "trailing spouses" as one of their top problems in managing international assignments.

Elisabeth Marx, NB Selection, 54 Jermyn Street, London SW1Y 6LX, UK

### Macedonian Slavs are in the majority

From Mr Hugo Anson.

Sir, Your article "Kosovo separatists declare war" (April 30) states that "Macedonia also has an ethnic Albanian majority". This is incorrect. Ethnic

Albanians make up about a quarter of Macedonia's population. Around 70 per cent of the population are Macedonian Slavs. Even the wildest Albanian activists in Macedonia never claim that the

ethnic Albanians account for more than 30 per cent of the country's population.

Hugo Anson, 80 Bourne Street, London SW1W 9HQ, UK

### When more is of greater interest

From Professor Geoffrey E. Wood.

Sir, In his defence of Wim Duisenberg's proposals for some aspects of the European Central Bank's operations, Wolfgang Münchau criticised the Bank of England's current procedures ("Transparent, but not open", May 11). Rather than comparing these with a hypothetical ideal - for while the ECB's methods may well (or may well not) be ideal they are certainly hypothetical - it is more useful to compare what the Bank does with currently available options.

The Bank of England publishes the decision of the monetary policy committee, the votes which produced that decision, minutes of the discussion which led to those votes, and, once a quarter, the inflation report which informed that discussion. The decision has to be published. Publication of the decision and votes would give no clue as to the underlying analysis and thus would not help in shaping and stabilising expectations. Decision, votes, and discussion would be an improvement on that, giving information on what the MPC thinks important. But once that is done, why not also publish the analysis which informed the discussion?

The present arrangements are unlikely to be perfect. But would suppressing information improve on them? Economists usually criticise those who say that it is better not to give consumers information because it just confuses them. Consumers can ignore the information if they think it excessive. Surely the same argument holds for information made available to those concerned with interest rate decisions.

Geoffrey E. Wood, professor of economics, City University Business School, Probus Crescent, Barbican Centre, London EC2Y 8BB, UK

### Real cause for disquiet

From Ms Anna Farrell.

Sir, In his review of the film *Loila* (May 7) Nigel Andrews does every thinking man an injustice by suggesting that they will give Jeremy Irons' Humbert "a free pardon" by endorsing his sexual relationship with a 12-year-old girl.

Sexual abuse of children has ruined and continues to ruin millions of lives the world over. Like Andrews, the culprits do not see the error of their ways. It is heartening that the world has grown up since the 1963 movie and is mature enough to express its disquiet with a film which attempts to excise the inexcusable.

Anna Farrell, Natalie Zahlesvej 21, 2th., 2450 Copenhagen SV, Denmark

### Realities of the UN's role

From Mr Humphrey Crum Ewing.

Sir, In looking for a return to a hard and fast distinction, on the part of the UN and others, between peacekeeping and peacemaking David Bernstein (Letters, May 11) ignores the harsh realities of today's world. The form and nature of each complex international emergency changes almost from day to day and each requires the whole range of interventions, humanitarian, military and civil. This is apparent to all - such as the Carnegie commission on preventing deadly conflict and those engaged in the UK's strategic defence review - who look at these realities.

The UN must become a mechanism for applying that amorphous force spoken of as "world opinion" and must not be allowed to revert to being the sort of useless talking shop that Mr Bernstein favours.

Humphrey Crum Ewing, The Centre for Defence and International Security Studies, 63 Baker Street, Reading RG1 7XY, UK



The new Lexmark Optra S Revolutionise the future of your company.

Lexmark's Optra S can signal a new era of prosperity for your company. This new family of modular 12, 18 and 24 page per minute laser printers, all supporting true 1200 dpi output, will allow incomparable productivity. And thanks to a number of options and functions exclusive to Lexmark, they can also considerably reduce printing costs. All in all, we think they're revolutionary.

To start your own revolution, simply call 08000 380038 during working hours. If you prefer, you can visit our web site at [www.lexmark.co.uk/optras](http://www.lexmark.co.uk/optras) anytime.

Lexmark Printers. So good, you'll want to stay together forever. LEXMARK

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers worldwide. Letters may be typed to +44 (0)171 573 5938 or fax to +44 (0)171 573 5939. Published letters are also available on the FT web site, <http://www.ft.com>. Transmission may be available for letters written in the main international languages. Fax 0171 573 5938. Letters should be typed and not hand written.

0171 573 5938



## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922188 Fax: +44 171-407 5700

Friday May 15 1998

## A purely local problem

The proposed merger of SBC Communications and Ameritech has caused some twitching among US policymakers. Understandably so: even the most hardened free marketeer must blench slightly at a *de facto* monopolist with a market value of \$120bn.

For once, though, size may be irrelevant. The smaller merger of WorldCom and MCI, which will control more than half the US's internet backbone capacity, arguably poses more threats to the consumer. And last year's mooted merger of SBC and AT&T – rightly torpedoed by the authorities – would have combined two companies which should, in a non-regulated world, be in fierce competition.

To see why the merger of Baby Bells is a lesser threat, consider what the 1984 break-up of the old AT&T aimed to achieve. Mainly, it threw open to competition the fast-growing business of long-distance and international telephony.

Less important, it broke the local monopoly into seven pieces. One motive was to introduce competition by emulation. As soon as Wall Street, for instance, could make direct comparisons between the Baby Bells, levels of efficiency were promptly rewarded or punished through the share price.

The merger of SBC and Ameritech would reduce those pieces to four. Suppose a *reductio ad absurdum*: a further merger into a single nationwide system. How much of the original intention would be lost?

In terms of emulation, perhaps not much. Investor capitalism has come a long way since 1984, and even the biggest companies must perform. There is also a new generation of fast-growing local specialists – WorldCom being one – as a yardstick.

The pushing together of two contiguous monopolies can also be less threatening than it looks. First, it can go wrong, as in one or two spectacular cases in the railroad industry. Second, the defence against monopolistic abuse still lies with the regulator. It would not do to be complacent. The crucial question is why these companies want to get together in the first place: and the working assumption is that what is good for them is bad for the consumer.

But in reality, cracking the local telecoms monopoly has defied the efforts of the authorities. The most headway, arguably, has been in New York, where the FCC has used the merger of Nynex and Bell Atlantic to extract concessions on market access.

And this, surely, is the key to SBC-Ameritech. If the FCC can use the deal as a lever to introduce competition, well and good. If not, it should of course block it.

## Food for war

Compassion demands a prompt response to the tragedy in southern Sudan, where some 350,000 people are in danger of dying from hunger. But more than humanitarian measures are needed. Peace talks between warring factions in the region have been suspended for three months. In the face of such a human disaster, that is intolerable.

It is civil war rather than drought that has led to the danger of famine; and it is problems with food delivery, rather than availability, which are causing the suffering. Feeding the hungry on terms laid down by the protagonists also fuels the war: inevitably some of the food is diverted to the rival armies. But by easing the suffering, donors free the protagonists from responsibility for their actions, thus reducing the pressure to reach a settlement.

This is Africa's longest running civil war, dragging on for 40 years with only a brief respite. At least 1m people have died from fighting or famine. It pits the extremist Moslem regime in Khartoum against southern-based Christians seeking autonomy or outright independence. In recent years it has threatened to widen into a broader regional conflict involving Uganda, Ethiopia and Eritrea.

It is 10 years since Operation Lifeline Sudan was launched to feed the civilians caught in the middle. Hailed as a breakthrough at the time, it involved the UN and both warring factions, established safe corridors and cross-border relief operations. But the combatants have been allowed to abuse the agreement, using food to co-opt, coerce or punish the innocent, safe in the knowledge that when disaster looms, the donors will bail them out.

More than that, the aid programme lifts the pressure on the combatants to reach the peace talks desperately needed. The basis of a settlement may be emerging: a loose confederation between north and south, with a referendum after two years on autonomy for the south. Khartoum has proposed a tighter federation than the rebels would like, but has at least accepted the principle of self-determination in the south.

Bridging the gap need not be hopeless. But both sides believe a military victory is still possible. As long as aid donors bail out the war lords by assuming responsibility for the victims, prospects of a settlement are slim.

One cannot expect the international community to allow the civilian population to starve. But far greater pressure is needed to force both sides of this grim civil war to sue for peace. Europe and the US should add their weight to the regional peace initiative so that both sides return to negotiations forthwith.

## Productivity gap

Improving Britain's productivity is Labour's latest big idea. Gordon Brown, the chancellor, reminded us of this yesterday, when he turned up to hear the preliminary findings of a McKinsey report into Britain's productivity gap.

The consultancy confirmed that, despite the "productivity miracle" of the 1980s, the UK still lags behind its major competitors. UK market sector output per capita is 40 per cent lower than the US, and 20 per cent behind West Germany.

Some of the gap is explained by the different composition of Britain's labour force. Without the constraint of a minimum wage (for now), there are more low-skilled, low-wage workers in Britain than in France or Germany. This reduces average productivity, but does not make Britain less efficient.

Much more of the differential, though, is a result of Britain's low capital stock. A legacy of years of concentrating on low-tech industry. The British labour force, with a smaller and older stock of capital to work with, is bound to be less productive.

The mystery is that investment growth in the UK is still relatively slow, despite the fact that a low capital stock should make additional investment very profitable. The UK's share of investment in gross domestic product has been consistently lower than the EU average for decades. Investment during the current

recovery has been sluggish, and is hardly likely to improve in the near future, with company cash-flow being hit by tax changes.

There is no straightforward explanation for this, but McKinsey puts forward several possibilities. One obstacle is product market regulation which, it suggests, may be more important than labour and capital market factors. Certainly excessive regulation is still important in some sectors. But this does not explain why the UK is so far behind the equally heavily regulated countries of the EU.

Management attitudes could be much more important. The two huge recessions in the past 20 years have undoubtedly changed attitudes. Many managers could be wary of making long-term investment commitments; far safer to take on extra labour, which could always be shed when the next crunch comes. If this is true, it will take a prolonged period of macroeconomic stability before companies will take bigger risks.

Any investigation into what holds Britain back is welcome. Gordon Brown should realise, though, that the policy prescriptions are not likely to be very exciting. The most important ways the government can help are to provide a stable macroeconomic environment, a good regulatory system, and a well-trained stock of labour. Any attempt at quick fixes could just make matters worse.

## The Indonesian endgame

Peter Montagnon and Sander Thoenes argue that if the riots in Jakarta continue unabated, President Suharto's days in office will be numbered

Anger, exhaustion and gloom. All these emotions could be read on the face of Indonesia's President Suharto as he stared into the television cameras in Cairo this week. But not necessarily yet despair.

For many, both in and out of Indonesia, his abrupt return home today to a riot-torn Jakarta marked the beginning of the final crisis of his 32-year presidency. Unless the rioting stops soon, Mr Suharto may have no choice but to step down.

The force of the riots has shaken the previous conviction that the Indonesian leader might hang on, like his predecessor President Sukarno, for months or even years before finally being edged out. The end-game for his presidency clearly started with the onset last year of Indonesia's most severe economic crisis in decades. But there was always doubt about how quickly it would conclude.

Until this week it has been widely assumed that the wily Mr Suharto, who is long-practised in the art of dividing and ruling over his opposition, had a more formidable grip on the levers of power than would be expected of a leader facing such an intractable crisis.

But many analysts also thought that the critical moment for him would come when rioting spread out of the university campuses on to the streets, and when it spread from provincial cities to the capital which the authorities have always tried to keep calm.

Suddenly on Monday that time came with the apparently wanton – and still unexplained – shooting from behind of six students from Jakarta's most prestigious university. By yesterday there had been several more deaths. Rioting and looting had spread to large tracts of the capital, in particular to the northern parts of Jakarta where the Chinese community live. The phones in the capital were going down intermittently, while offices and banks were closing so that staff could go home.

Yet the Japanese culture which Mr Suharto embodies is one of the most unfathomable in the world. Things are not always what they seem and nothing is taken at face value. Thus diplomats in Jakarta yesterday played down Mr Suharto's vaguely worded statement of willingness to step down in the face of such disorder. It could simply be a ploy to see whether there is any real opposition at a time when no obvious replacement is in sight.

Having allowed chaos to develop while he was abroad, Mr Suharto now also has an opportunity to show he is the only one who can maintain control, says Gavin Greenwood of the London-based Control Risks consultancy. "This is one trick he seems to pull every time," he adds. "And to prove he's in control, there has to be chaos."

Such a view may seem curious considering the extent of the mayhem this week, but Mr Greenwood points out that Medan, a large city in Sumatra, is now quiet after earlier violent riots. In Jakarta the focus has moved away from students and on to ordinary people who, on past form, eventually tire of running amok. The brutal fact is that popular riots are also easier for the authorities to crush, because there is less adverse publicity than when the casualties



From left to right: former president Sukarno; president Suharto; a professor in Jakarta; vice-president B.J. Habibie

are among articulate students. Still, even Mr Greenwood admits this may be Mr Suharto's last chance. Failing a speedy restoration of order which would allow him to limp on for a while longer, the situation could develop in one of two ways, says Bruce Gale of the Political and Economic Risk Consultancy in Singapore.

One is that there will be a brutal crackdown by the military. This would radicalise the opposition, and foment popular resentment against the local Chinese community, the International Monetary Fund, which has imposed austerity on the nation, and foreign multinationals that have enriched themselves by forging links with companies controlled by Mr Suharto's family.

The other is that the establishment – which includes both the military and leading business figures – would persuade Mr Suharto to step down before popular opposition becomes that extreme. The National People's Congress, which selects the president, would then be quickly convened and a new president selected.

Mr Gale argues that this has now become the most likely option, as the elite Deserts Mr Suharto in the light of this week's unrest and as the rupiah collapses again. Yet two serious obstacles remain: the position of the armed forces, and the lack of any obvious alternative to Mr Suharto.

In theory B.J. Habibie, an eccentric engineer co-opted by Mr Suharto as his new vice-president, would automatically take over if the president retires. But Mr Habibie has no real power base at all. It is unclear how long he could last without Mr Suharto.

Neither of the two main civilian opposition figures has the standing to succeed. Megawati Sukarnoputri, the former president's daughter, enjoys wide popular appeal but lacks decisive-

ness and proven powers of leadership. Amlen Rais, a moderate Moslem intellectual who has called on Mr Suharto to step down, lacks firm support from the army. They must both be part of the solution, in that any ultimate successor to Mr Suharto requires their endorsement. But it seems unlikely that either can actually be the solution.

For all the publicity now surrounding Ms Megawati and Mr Rais, most analysts assume the eventual successor to Mr Suharto will have to be a military man. Generally, it is also thought he must be a Moslem, as is most of the population, and a native of Java, Indonesia's central and most populous island.

Indonesia's present tragedy is that the social and economic melt-down has proceeded much faster than the search for a replacement president – or the

in the previous cabinet and a former student activist. Fellow economists Emil Salim, Mohammad Sadi and Kwik Kian Gie are expected to join.

This group includes some of the country's brightest and least corrupt economists, but few competent politicians and few natural long-term allies. Mr Wahid, a cautious intellectual who has been bedridden after a stroke, has been suspicious of the populism and ambitions of Mr Rais.

Ong Hok Ham, a prominent historian, believes a military crackdown, with or without Mr Suharto as president, is still the most likely outcome. "Activists have been kidnapped, artists are put in jail, students have been killed," he said. "If they are willing to go this far, they are serious."

The attitude of the army remains pivotal, and its inter-

**Indonesia's present tragedy is that the social and economic melt-down has proceeded much faster than the search for a replacement president**

development of a consensus on how to handle the transition.

Only now is thought being given to the formation of a coalition that could oversee political change. A group of opposition leaders is rushing to form a council to appeal for support of the people and the military.

"We're not going to see, in this initial stage, anyone emerging as a single leader because they are all of the same height," one diplomat said. "We're going to see a council or team form. It won't last long but it may last long enough to be a bridge to a new government."

Besides Ms Megawati and Mr Rais, this group includes Abdurrahman Wahid, another Moslem leader, as well as Mar'ie Mohammad, a respected finance minister

tions are still obscure, possibly because the generals have no common view. General Wiranto, the chief of staff, has contrived to appear both loyal to Mr Suharto and a supporter of orderly change. While he is seen in south-east Asia as highly competent, a man of integrity and a good professional soldier, it remains hard to know where he stands on the issue of the transition.

He has failed explicitly to condemn the use of force against the students or to say clearly whether he supports Mr Suharto. Some argue that the vagueness of his public statements betrays a lack of leadership that has set back his own chances of succeeding. Others say he is simply playing his cards close to his

## OBSERVER

## Retarded regulator

The Japanese authorities keep saying that the Big Bang in their financial markets will bring increased transparency. They'll have to get their act on if that's going to apply to the super-duper Financial Supervision Agency they are supposed to set up by June 1.

There is still a lamentable lack of transparency over one or two details – like who is going to head the FSA, who is going to staff it, what its mandate will be and how it will actually work.

The uncertainty has provoked much grumbling among perplexed foreign securities companies about lack of information from the Ministry of Finance on how to comply with the new regime. But blaming the MoF isn't entirely fair: the FSA is supposed to be independent, so the only person who can talk about it is its – still non-existent – boss.

Many of the bankers and bureaucrats who have links to past corruption scandals. A few lawyers and diplomats have been sounded out as "clean hands" choices, but haven't been keen. Two good candidates were grabbed for the top jobs at the Bank of Japan.

The MoF has been told to send 300 of its 1,000 employees to staff the FSA. But 100 *Osaka* MoF officials – many quite senior – were hauled over the coals recently

over links to corruption scandals. So when the new boss gets round to writing the job descriptions, it might be hard to find a big enough pool of qualified candidates.

Roll on June 1.

## Silent disapproval

Most of the world is saying what it thinks about India's nuclear tests, but there hasn't been a peep from the European Commission.

True, the UK – as holder of the European Union presidency – swiftly condemned the tests, but the EU's most visible embodiment can't even come up with a platitude like: "We are monitoring the situation with concern."

Recently-appointed chief spokeswoman Marlene Reicherts yesterday ducked even factual questions on EU aid to India. The 20 commissioners did not discuss India at Wednesday's weekly meeting, she said.

Anyway, the issue was "not within the Commission's competences" – which hasn't stopped Brussels sounding off about virtually anything it felt like in the past. So much for a common foreign policy.

## Global view

Wall Street was apparently determined not to miss last night's final episode of the cult television comedy series *Saturday Night Live* – even if it did clash with JP Morgan's conference on globalisation at New York's Plaza Hotel.

There were worries that some of the big-time investors and chief executives of leading US companies wouldn't be able to concentrate – some might even sneak out to find a TV.

So a giant screen was installed and the talkfest was interrupted at 8.45 for the serious business – an hour of "gourmet popcorn and sparkling fizzy pop" in front of the telly.

## Cop flight

Forget exit polls and early election returns if you want to know who has won the Philippine presidential election – yes they did vote on Monday, but the pace of life is slow in the laid-back tropical archipelago and the counting will go on for some days yet.

A clear sign that the ill-fated, tipping vice-president and former E-movie star Joseph "Erap" Estrada is heading for the biggest role of his career is the sudden departure from the Philippines of former senior police officer Reynaldo Berruya.

Berruya brought such enthusiasm to his last police job as head of an anti-kidnapping task force that he started running his own kidnapping ring. After he got out of prison, he migrated to the administration camp's dirty tricks team to rubbish the vice-president. He "uncovered" a plot by Estrada to assassinate President Fidel Ramos – one of the more improbable suggestions of the election campaign.

Berruya has apparently fled the country for Switzerland or the US for "security reasons". Wonder if he splashed out on a return ticket.

## Light programme

Hungary's stock market didn't enjoy Sunday's first round of parliamentary elections, in which the main opposition party Fidesz took 28 per cent of the vote. Prices fell 2.5 per cent a day for three days.

Arduous to stop the rot, the party's nationalist-conservative leader Viktor Orban scurried along to the exchange yesterday to assure one and all that Fidesz isn't radical. Orban campaigned on a pledge to slash taxes, producing an outbreak of honesty among the rich, and keeping the tax take level. Nothing radical about that.

Maybe he convinced some of the dealers: the market only fell 1 per cent yesterday.

## Cab rank

It seems that New York mayor Rudolph Giuliani enjoyed Wednesday's one-day strike by the city's yellow cab drivers over his plans to fine them for being rude to passengers.

As the cabs flooded back yesterday, Giuliani said it had been good not to have them around causing accidents, noise and pollution and he was considering a new law to ban them from the streets one day a week. It doesn't sound as if he's backing down.

## Financial Times

## 50 years ago

Palestine And The E. Arrangements for making sterling payments on Palestine accounts after to-day's surrender by Great Britain of her mandate are announced by the Treasury in London. When Palestine's sterling balances were blocked on February 22, arrangements were made for £7,000,000 to be released to supplement current accruals of sterling and enable Palestine's essential needs to be met. In view of conditions in Palestine, the British Government has decided that it is impractical at present to make further releases after to-day. Palestine's £100 millions of sterling balances were blocked when the territory was excluded from the sterling area in February last.

Cargoes Held Up. Dar-Es-Salaam, May 14. Several ships from the United Kingdom, United States, South Africa and elsewhere held up for a week or longer before discharging of cargo could commence; lighters lying idle by the quayside full of cargo which it is impossible to unload; storage sheds full, deliveries of tank landing craft and lighters not up to expectations; these are the factors contributing to port congestion which leading shipping agents to-day described as being "every bit as bad as last year, and in fact worse."

On the theory that Boeing can't own  
transport isn't in  
**GOOD**  
... we take refuge behind Executive  
Travel Insurance. They arrived on European  
Africa of the Year '94.

# FINANCIAL TIMES

FRIDAY MAY 15 1998

## THE LEX COLUMN

### Splitting the difference

The Deutsche Terminbörse is doing what its traders do - hedging its bets. Political pressure in euroland is for a continental reference interest rate: the Euribor. But financial markets want liquidity and a standard they can count on. London's Libor suits them just fine. The German derivatives exchange hopes that by adopting both for contracts denominated in euros it can satisfy both constituencies. But it has taken the wrong punt.

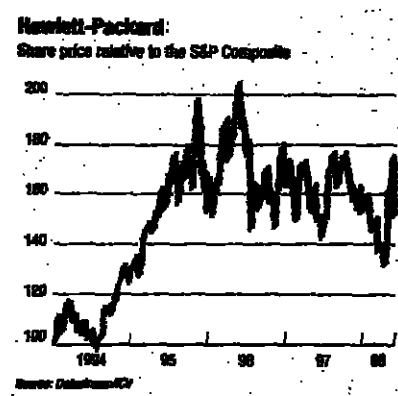
Using both reference rates, without recommending either, is confusing and risks splitting liquidity. The DTE is already dwarfed by Libor in the market for the key three-month euro-denominated contract. Now its share of those products using a Libor benchmark will shrink further. Meanwhile, by not giving full endorsement to Euribor, the DTE threatens to limit its potential. Euribor will anyway start life with enough problems. With a pool of over 60 banks determining the rate, it will be more unwieldy than Libor. Its rate is also expected to be marginally higher than Libor's, a reflection in part of the lower credit rating of some of its banks. With this stacked against it, a less than full endorsement from the DTE hardly helps.

The probability, if London can keep its grip on the cash market, is that Libor will win out, with Euribor left to wither on the vine. Still, it could be worse. Imagine a European Central Bank-inspired fudge: four years Libor, four years Euribor.

#### Hewlett-Packard

It is an astonishing fact that Hewlett-Packard increased its personal computer sales by 70 per cent in the first three months of this year - and lost money on most of them. To blame price cuts of 20 per cent or more on business PCs, as rivals like Compaq have frantically tried to clear stock. The continuing shift to sub-\$1,000 machines at the consumer end has not helped either.

This is a setback for HP, which had managed its inventory better than most, but had to cut prices anyway to maintain market share. What makes it particularly bitter is that Wall Street scepticism about the group's aggressive move into PCs was only just starting to fade. While the PC division is producing faster revenue growth than HP's traditional printers,



Hewlett-Packard: Share price relative to the S&P Composite

investors were obviously right to worry about the accompanying thin margins. The bigger worry is how rapidly the PC industry is commoditising, despite ever more powerful machines and healthy annual unit growth of 14-15 per cent. HP's example shows that the better service promised by integrated vendors like itself, International Business Machines and Compaq/Digital offers little protection against the lower prices of Dell or Gateway. Will IBM be able to buck the trend? Lou Gerstner, its chairman, thinks so. He has just reiterated his target of double-digit sales growth, sending the shares up 6 per cent on a day when HP fell nearly 15 per cent. Investors might want to be more sceptical.

#### Japanese M&A

Could foreign merger and acquisition activity offer a way out of the mire for Japan? Until recently, the prospect would have seemed fantasy. But the spectacle of Daihatsu-Benz negotiating to take control of Nissan's truck business suggests change is afoot.

In theory, of course, Japan should be an M&A paradise - lots of companies earning pitiful returns on equity and trading well below net asset value. Practice has proven rather different. A measure of the country's hostility to foreign investors is the meagre flow of foreign direct investment - less in 1996, for example, than Cambodia. Partly this reflects poor disclosure, making it difficult for acquirers to know what they are buying. But the main prob-

lem is the ownership structure, with some 90 per cent of shares held in cross-holdings by friendly companies. That has led to a chronic lack of shareholder pressure, which has allowed even poor management to remain unscathed.

What is now changing? Clearly the business environment is tough. Automotive sales are falling, and Nissan has been struggling anyway with a return on equity of only 5.4 per cent last year. Higher borrowing costs, as banks start to price risk better, is added salt to the wound. With many other companies feeling similar pain, there will surely be more such deals. Inasmuch as that breathes fresh life into Japan's corporate sector, it is good news.

#### Unified Energy Systems

There is never a dull moment at UES, Russia's national electricity monopoly. But as a barometer of corporate governance, the semi-privatised giant is a poor advertisement for the joys of investing in Russia. Given for much of the year by a boardroom battle involving that within the government, UES now has another problem on its hands. With the Communist-dominated Duma passing a law restricting foreign ownership to 25 per cent, outside investors who hold some 30 per cent are clearly at risk.

While such a restriction can be justified on national security grounds, unless ignored it will undermine the Federal Securities Commission's efforts to curb flagrant violations of minority shareholder rights. Confiscating the balance of the shares above 25 per cent would be depressingly crude and looks unlikely, assuming yesterday's comments from reformist board member Boris Brevnov carry weight. But since the government lacks ready cash to buy out the shares at the market price, the outcome looks painful. Diluting foreign shareholders through a capital increase is the most likely course of events.

If that type of discrimination occurs, the cost to the government and to other Russian companies seeking foreign capital will be high. As the sharp fall in UES shares demonstrates, the value of the government's holding will fall and foreign interest in future privatisations be damped.

## France transfers stake in Dassault to Aerospatiale

Move aims to boost negotiating power in European aerospace talks

By David Owen  
and Robert Graham in Paris

The French government yesterday moved to strengthen its hand in negotiations on the structure of the European defence industry by transferring its 46 per cent stake in Dassault Aviation to Aerospatiale, the state-owned aerospace group.

The Dassault shareholding will considerably increase the industrial and financial muscle of Aerospatiale in talks with British Aerospace and Germany's Dasa on the construction of a joint European aerospace group, capable of competing with the leading US companies.

This is a Franco-French solution, but is conceived in the broader logic of the urgent need to restructure Europe's aerospace industry in conjunction with the Germans and the British, said an official involved in the move.

Discussions among the European groups have been under way for more than six months, prompted by the three governments. However, an important obstacle has been the

fragmented nature of France's military and civilian production, which is split between state-controlled entities and Dassault.

Yesterday's announcement is understood to have had the blessing of Serge Dassault, the head of Dassault, who has tended off efforts by successive governments to broker a merger between his family company and Aerospatiale.

Mr Dassault has repeatedly said he would agree to such a merger only if the government privatised Aerospatiale, which is part of the Airbus civil aircraft consortium. The Dassault family owns 46 per cent of Dassault Aviation, with the remainder in public hands.

It was not clear yesterday whether Mr Dassault had secured a commitment to eventual privatisation of Aerospatiale as part of a restructuring of the European industry.

To underline the need for reorganisation, the French government yesterday said it had asked the two groups to form a "strategic committee" to "optimise their industrial, commercial and technological

resources". Paris said it intended to encourage consolidation of the French aerospace industry ahead of possible alliances with the main European manufacturers, "to create a powerful and competitive grouping". Last autumn's reorganisation of Thomson-CSF, the defence electronics group, also emphasised a belief that French companies should consolidate to improve their bargaining position.

Yesterday's announcement made clear that Dassault Systèmes, the computer-aided design company, would not stay within this new grouping. French officials said the state would get Aerospatiale shares in return for the transfer of the Dassault holding.

The announcement came two days after Dassault lost out to Lockheed Martin of the US in the battle for the sale of its advanced Rafale fighter to the United Arab Emirates. The high cost of developing the Rafale is the biggest question mark hanging over Dassault. The rest of the company's operations, especially its executive jet business, is strong.

## Nato may send force to Albania to monitor border with Kosovo

By Alexander Nicos  
Belgrade Correspondent

Nato has sought the advice of its military planners on the possibility of deploying a force in Albania to monitor its border with the violent Serbian province of Kosovo.

A senior Nato official said yesterday the organisation's military committee had been asked to study the options available if the situation in Kosovo deteriorated.

Belgrade claims arms are being smuggled across the border to ethnic Albanian guerrillas.

This is the first public indication the alliance is contemplating a military presence to deal with growing violence in the province, which threatens to provoke a wider Balkan conflict.

Javier Solana, Nato secretary-general, discussed Kosovo with Robin Cook, UK foreign secretary, during a visit to London yesterday. UK officials said little could be determined about the international

community's approach before today's US-backed meeting in Belgrade between Slobodan Milosevic, Yugoslav president, and Ibrahim Rugova, leader of Kosovo's ethnic Albanian majority, comprising 1.8m of its 2m population.

Intense diplomatic activity will continue at the weekend in Birmingham, England, where leaders of the Group of Eight leading industrialised countries are due to discuss Kosovo and other security officials of the alliance. A decision on the situation in Kosovo will be made.

Mr Solana said of Nato's involvement: "At this time, the only thing we are doing is planning, programming, looking for military advice, but we have not taken any decision. Let's see how things evolve on the ground and we will take the decision when the moment comes."

Baly was among countries favouring a presence in Albania, officials said. A fact-finding mission from Nato's military headquarters visited Albania this week and is preparing

advice for Nato foreign ministers when they meet this month.

Any force sent to Albania would be small, perhaps slightly larger than the 2,000-strong United Nations force stationed in the Former Yugoslav Republic of Macedonia near its border with Kosovo.

Discussions on a Nato force are taking place in the context of the August expiry of the mandate of the UN force in Macedonia. Nato members believe this operation has been successful and would like the mandate renewed.

It is also possible that the UN mandate could be transferred to Nato or the Organisation for Security and Co-operation in Europe, or a combination of international bodies, officials said.

Nato is helping Albania with advice and training on policing the border and is planning a military exercise in Albania in the autumn. But it is anxious not to appear to be acting against the Kosovars and for Mr Milosevic.

## CONTENTS

### News

European News	23
American News	6
Asia-Pacific News	10
International News	4
World Trade News	5
UK News	11
Weather	16

### Features

Editorial	15
Letters	14
Management/Technology	12
Observer	15
Arts and Arts Guide	13
Analysis	14, 15
Crossword Puzzle	25

### Companies & Finance

European Company News	16
Asia-Pacific Company News	19
American Company News	21
International Capital Markets	24

### Markets

Bonds	24
Bond futures and options	24
Short-term interest rates	24
US interest rates	24
Currencies	25
Money markets	25
FTSE/A World Indices	26
Euro prices	26
World stock markets reports	26
World stock market listings	26
London share service	20, 21
FTSE Active UK share index	22
Recent issues, UK	22
Dividends announced, UK	22
Managed funds service	27-28
Commodities	25
FTSE Gold Mine Index	22

**FT.com**  
FINANCIAL TIMES

Directory of online services  
via FT Electronic Publishing

FT.com: the Financial Times web site;  
online news, company and analysis.  
<http://www.ft.com>  
The Archive: online archive of back issues  
of the newspaper since July 1995.  
<http://www.archive.ft.com>  
Newspaper subscription information,  
offers and online ordering.  
<http://www.ft.com/newspapersubscriptions.htm>  
FT Annual Reports Service: online ordering  
of annual or interim reports and  
accounts of 1998 UK plc.  
<http://www.ft.com/annualreports222.htm>  
ClickNet: how to get share prices and  
market reports by telephone and fax.  
<http://www.ft.com/clicknet227.htm>  
Surveys: details of forthcoming editorial  
surveys.  
<http://www.ft.com/surveys224.htm>



Police guard the G8 summit venue in Birmingham, England. Page 4

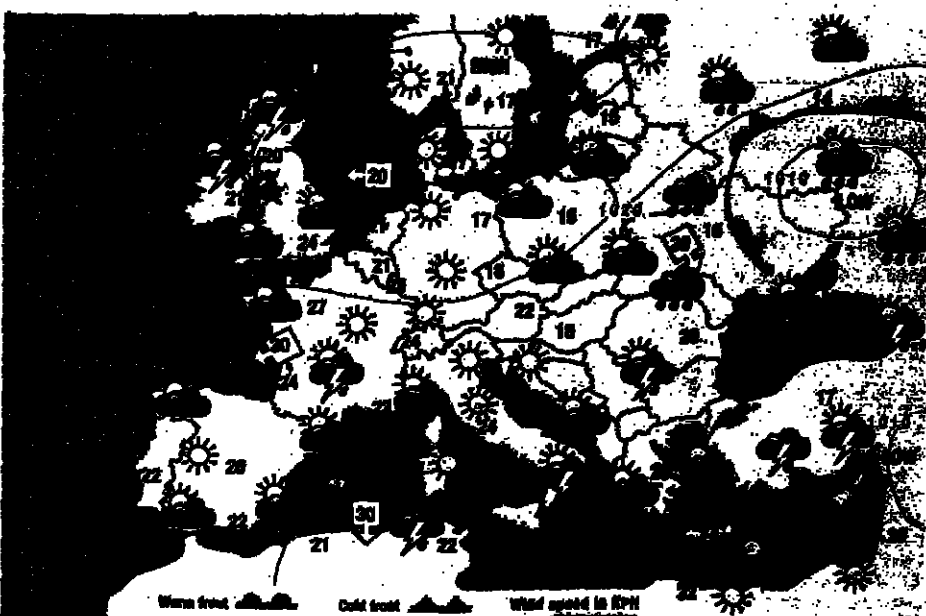
## FT WEATHER GUIDE

### Europe today

Northern Scandinavia will have showers but the rest of the region will be fine and mainly sunny. Low pressure will dominate the far east of Europe, particularly the Ukraine and the Black Sea region, where there will be widespread thundery showers. Central and most of western Europe will continue dry and sunny. Western and far east areas of the Mediterranean will be unsettled with sun and thundery showers. The rest of the Mediterranean will be warm and sunny, apart from afternoon showers over southern Italy.

### Five-day forecast

Eastern Europe will become unsettled with thundery showers in many places. Northern Europe and southern Scandinavia will stay dry with sunny spells. Most of southern Europe will have showers, although Spain and Portugal will be mostly fine.



Situation at midday. Temperatures maximum for day. Forecasts by THE WEATHER CENTRE

### TODAY'S TEMPERATURES

Location	Temp	Location	Temp	Location	Temp	Location	Temp	Location	Temp
Madrid	20	Barcelona	20	Paris	18	London	16	Amsterdam	15
Brussels	15	Frankfurt	15	Berlin	14	Munich	14	Zurich	14
Vienna	14	Stockholm	13	Helsinki	12	Tallinn	11	Riga	11
Warsaw	10	Prague	10	Bratislava	10	Budapest	10	Sofia	10
Belgrade	9	Skopje	9	Thessalonika	9	Atena	9	Jerusalem	9
Tel Aviv	8	Beirut	8	Damascus	8	Baghdad	8	Manama	8
Doha	7	Riyadh	7	Jeddah	7	Dubai	7	Abu Dhabi	7
Colombo	6	Delhi	6	Mumbai	6	Calcutta	6	Chennai	6
Madras	6	Bombay	6	Thiruvananthapuram	6	Port Blair	6	Agartala	6
Dibrugarh	6	Dispur	6	Guwahati	6	Shillong	6	Imphal	6
Dehra Dun	6	Roorkee	6	Meerut	6	Gurgaon	6	Gurgaon	6
Gurgaon	6	Gurgaon	6	Gurgaon	6	Gurgaon	6	Gurgaon	6

Lufthansa

We've picked a first-class team. Now you can too.



**ORBITEX**  
Investment experience  
in Russia & Eastern Europe.  
Tel: 0171-355 1441  
Orbitex Investment Limited's investment services are not  
available to private customers.  
Issued by Orbitex Investment Limited, which is regulated by SFA.

FINANCIAL TIMES  
**COMPANIES & MARKETS**  
FRIDAY MAY 15 1998  
Week 20

**PACCAR Inc**  
Quality Transportation Solutions  
DAF\*Peterbilt\*Kenworth\*Foden  
www.paccar.com

INSIDE

**Bidding war likely after Seagram move**

A week after Seagram chief executive, Edgar Bronfman Jr (left), started talks to buy PolyGram, the Dutch entertainment group, other potential suitors are now lining up and a fierce bidding war for the company seems likely. But why has PolyGram attracted so much attention in the 10 days since Philips said it was "evaluating" the future of its majority holding? Page 18

**Vickers defends R-R Motors deal**

For many British investors Vickers' sale of Rolls-Royce Motor Cars to Volkswagen, a German company, is a national humiliation. However, Vickers argues that emotional attachments cannot withstand the sale's financial logic and that R-R Motors will enjoy a brighter future under the control of VW. Page 21

**S Koreans set high asset sales target**

South Korea's six top conglomerates are hoping to raise \$30bn through asset sales to foreign investors to reduce their corporate debt. But analysts say the expectations of the conglomerates, or chaebol, are over-optimistic. Page 19

**Casablanca bourse's climb continues**

Casablanca's emerging bourse has risen impressively since the beginning of the year, gaining more than 21 per cent. Many stock prices have reached historical peaks and prices are more than 18 times earnings. Analysts say several domestic factors lie behind this performance. Page 36

**Zimbabwe tobacco action expected**

Hundreds of Zimbabwe's tobacco growers are expected to call for measures to offset the effects of low prices at a protest at Harare's main tobacco auction floor today. Page 26

**Hewlett-Packard warning causes jolt**

Tech shares were jolted after Hewlett-Packard's warning that its second-quarter earnings, expected today, would fall "well short" of estimates. Pricing pressures in the personal computer market and Asian economic weakness were blamed. Page 20

**Mitsubishi joins Mozal project**

Mitsubishi Corporation, the Japanese trading group, has emerged as the third partner in the Mozal aluminium project in Mozambique. Meanwhile, Billiton, the London-listed mining company that is the project's biggest investor, has given the go-ahead for the \$1.17bn smelter. Page 25

**JCB plans its first US plant**

JCB Group, the British construction machines manufacturer, is planning to challenge its north American competitors with its first production base in the US. The plant is due to be built by 2001 and is expected to produce up to 10,000 machines a year. Its location is still to be decided. Page 22

COMPANIES IN THIS ISSUE

ABC	17	MCI	15.90
ABN Amro	18	Matte	20
AFF Summit	20	MeasPleson	18
Abacus Polar	22	Metalgesellschaft	17.20
Aegon	18	Microsoft	1.50
American Airlines	8	Miller Brewing	20
Ametech	16	Mitsubishi	28
Angelini	20	Mobile Energy	24
Anheuser-Busch	20	Motorola	6
Antarctica	20	Murray Johnsons	11
Banco Santander	20	Nintendo	17
Bell Canada	20	Nissan Diesel	17
Bertelsmann	18	Norak Hydro	18
Billiton	26	One-2-One	24
Bosch	17	PDVSA	15
Brinma	20	Paybas	18
British Airways	8	Pearson	21
British Energy	22	PolyGram	18
CGER-ASLK	18	Premier Oil	8
Cable and Wireless	24	RWE	17.20
Chrysler	20	Robert Bosch	20
Chung-Hwa	11	Rolls-Royce Motors	21
Citicorp	18	SGS Communications	15
Compaq	20	Scottish Nuclear	22
DLJ	18	Seagram	20
DMG	18	Seguros El Roble	20
Daimler-Benz	17.20	Selta	18
Deutsche Postbank	18	Simon & Schuster	21
Diageo	17	Southern Company	24
EMI	18	Synaptics	11
FGH Bank	18	Telelobe	20
Ford	20	Telefon Mobile	6
Forstmann Little	18	Thomas H. Lee	18
Fortis	18	Tony Industries	18
GFS	26	Total	18
GM	2	Travelers	18
GTE	20	UFG	15
Général de Banque	18	US Airways	5
Gilco Wellcome	11	US West	24
Gucci	18	VW	2
Hertz	20	Veolia	17.20
Hewlett-Packard	18.20	Walt Disney	18
Ilion	22	WestLB	18
Inner Mongolia Yitai	18	WorldCom	15.20
JCB	22	Zanaco	11

CROSSWORD, Page 26

MARKET STATISTICS

4-weekly reports club	00.31	Emerging Market Index	24
Benchmark debt bonds	24	FTSE Actuaries share index	25
Bond futures and options	24	Foreign exchange	25
Bond prices and yields	24	Gold prices	24.21
Commodity prices	21	London share services	27.25
Deutsche mark/sterling	21	Managed funds service	27.25
EMS currency rates	21	Money markets	27.25
Euro prices	21	New 100 bond issues	27.25
European prices	21	Recent issues, UK	27.25
Fixed interest indices	21	Short-term interest rates	27.25
FTSE 100	21	Stock markets at a glance	27.25
FTSE 250	21	US interest rates	27.25
FTSE 1000	21	World stock markets	27.25

**Daimler set to take Nissan Diesel**

German group to inject funds into troubled truckmaker

By Paul Abrahams in Tokyo and  
Nigel Simmonds in London

Daimler-Benz intends to buy between 50 and 60 per cent of Nissan Diesel, Japan's fourth largest truckmaker, according to executives close to the deal. The move would make it the first foreign group to take over a Japanese automotive manufacturer.

However, the German group, which last week announced a merger with Chrysler of the US, has been angered by Japanese leaks about its plans and could reconsider. The move could herald a wave of mergers and acquisitions in Japan by foreign companies. About 40 per cent of the main section of the Tokyo Stock Exchange is trading below book value.

The deal would consist of Daimler-Benz buying a substantial proportion of Nissan's 39.8 per cent stake in Nissan Diesel. Daimler-Benz would also buy new shares issued by the troubled truckmaker, injecting badly needed capital, and might have to make a tender offer to other shareholders.

Nissan would keep less than 20 per cent of Nissan Diesel, while Daimler-Benz's stake would have to remain below 60 per cent or the companies together would risk owning more than 80 per cent, the limit at which Nissan Diesel would have to be delisted according to Tokyo Stock Exchange rules. The companies hope to close the negotiations by the end of June.

Pricing has been complicated by the sharp rise in Nissan Diesel's shares since the potential transaction became known. The shares have nearly doubled from ¥160 last Friday, closing a further 18 per cent higher at ¥310 last night. The shares were the most heavily traded on the Tokyo stock exchange.

The sharp increase has angered Daimler-Benz executives, amid suggestions they might still pull out. The negotiations on buying a stake followed talks, initiated seven months ago, on possible co-operation between Daimler-Benz, the world's biggest truckmaker, and Nissan Diesel. The German company could still try to pursue its aims without buying any equity.

The pricing will largely depend on Nissan Diesel's balance sheet. A number of the company's dealerships have substantial off-balance sheet debts, as well as large inventories. The business outlook is also cloudy. Although Nissan Diesel accounts for about 19 per cent of Japanese truck sales, the market has collapsed.

The company is also heavily exposed in south-east Asia, and is expected to post net losses of ¥2bn (\$15.48m) this financial year on sales of ¥298bn.

Nissan is understood to have proposed that Hirofumi Nakazawa, a Nissan Diesel executive, should become the latter's president next month and join the Daimler-Benz board. The German company seems highly unlikely to agree and is thought to want management control for its stake of more than 50 per cent.

Nissan's negotiating position has been compromised by debts of nearly ¥4,000bn after a huge expansion in the US and UK. The company has warned that consolidated net profits in the year ending in March plunged nearly 80 per cent to ¥16bn on sales of ¥6,500bn.

Lex, Page 16

COST CUTS AND OVERSEAS SALES GROWTH OFFSET SLUGGISH DOMESTIC MARKET FOR JAPANESE COMPUTER GAME GROUP

**Super Mario 64 sends Nintendo profits up 48%**

By Paul Abrahams in Tokyo

Super Mario, Donkey Kong, Bowser and the other Nintendo characters helped the Japanese computer game company deliver a big jump in profits in the fiscal year that ended in March.

The success of the Super Mario 64 and Mario Kart 64 games for the Nintendo 64 game console and Pocket Monsters for the Game Boy platform, increased consolidated pre-tax profits by 48 per cent to ¥155bn (\$1.2bn).

Impressive sales growth overseas and cost cuts offset a sluggish domestic market. Although Nintendo was losing market share in the US to Sony's PlayStation, the overall market was growing rapidly enough for both companies to do well, said Mitsuko Morita, electronics analyst at Morgan Stanley Dean Witter in Tokyo.

In January and February the north American market for 32- and 64-bit game machines and software had increased year-on-year by 70 per cent. However, Nintendo's net income was held back by an increase in the tax charge which rose from 8.4 per cent to 15.5 per cent. Net earnings rose 27.5 per cent to ¥83.7bn. Income per share rose the same percentage to ¥890.79.

Nintendo said improved manufacturing techniques helped generate a reduction in cost of sales. Its operating margin rose from 15.6 per cent to 23.9 per cent as a result. The figures were in line with expectations, said Naoko Ito, electronics analyst at Goldman Sachs in Tokyo. However, she said the company's prediction for this year's net profits of ¥100bn was ¥100bn higher than expected. Since the pre-tax profit line was similar at about ¥160bn, this suggested a substantial reduction in the tax charge. In Osaka, where the shares are traded, Nintendo's stock rose ¥100, or 0.8 per cent, to ¥12,020.

Consolidated turnover rose 27 per cent to ¥848bn, with overseas sales accounting for 71 per cent of the total. The group said the Japanese economy had been hit by last year's increase in consumption tax and higher unemployment. It expected a continuing decline because of lower personal consumption.

The board proposed a rise in the final dividend from ¥50 to ¥70 per share. The payout ratio would be 25.6 per cent. Internal reserves would be mainly used for research and development to produce "unprecedented types of amusement".



Swinging to the rescue: Donkey Kong and other popular computer game creations such as Super Mario have helped boost profits at Japanese company Nintendo where overseas sales growth has been impressive

**Frankfurt exchange to endorse Euribor benchmark**

By Edward Luce

The Deutsche Terminbörse, Germany's derivatives exchange, will today announce plans to endorse the new, Brussels-sponsored, alternative to London's benchmark money-market rate.

Jorge Franke, head of the DTB, said yesterday the move indicated Frankfurt's confidence that Euribor - the new money-market reference rate devised in Brussels - would topple the London inter-bank offer rate from its dominant position after European monetary union.

However, the DTB would also hedge its bets by continuing to list its three-month futures contract which is benchmarked against Libor as well as launching the Euribor contract later this year. Both Libor and Euribor are daily averages of the rates at which banks lend to each other.

"We believe that Euribor will become the benchmark in the euro-denominated money markets after Euro," Mr Franke said. "But Libor will also be liquid for some time so we are offering the market a choice during the transition period."

Today's move, which follows a low-key but powerful campaign by continental European governments to promote Euribor, is likely to surprise some brokers. "It seems the DTB is trying to be a bit too clever," said the head of derivatives at a US investment bank in London. "Either they choose Libor or Euribor, but to list both threatens to split liquidity."

International bankers are divided on the merits of the competing reference rates but point out that Libor is well established as the sole international reference rate for inter-bank lending in dollars, D-Marks, lire, yen and sterling. Of the leading currencies, only the French franc is priced off a national benchmark.

Bankers also criticise Euribor for basing its calculation on a pool of 80 European banks compared with just 18 banks for Libor. The fact that some of the member banks of Euribor have lower credit ratings suggests that Euribor could be quoted at a higher rate than Libor, say bankers.

Lex, Page 16

**Guinness forms alliance with top Egyptian brewer**

By John Williams in London  
and Mark Hubbard in Cairo

Guinness, the brewing division of Diageo, has formed a strategic alliance with Egypt's leading brewer to produce non-alcoholic lager for the Middle East market.

Its partner will be Al Ahran Beverages Company (ABC), the recently privatised brewer, which yesterday celebrated its 100th birthday.

Under the agreement, ABC will become the exclusive producer and distributor in the region of Kaliber, Guinness's premium non-alcoholic lager. It will also brew and distribute Guinness alcoholic beers in Egypt, including Guinness stout and Kilkeny Irish beer.

Guinness is the sixth largest brewer in the world by operating profit, with sales of £2.5bn (\$3.8bn) in the year to June 30 1997. Its beer sales in the Middle East are currently a "drop in the ocean", the company says.

This agreement is another example of our core strategy to grow our famous brands worldwide in terms of volume and profit," said Ian Trier, Middle Eastern manager for Guinness.

ABC, which is listed on the London and Cairo stock exchanges, is the sole Egyptian brewer with 90 per cent of the alcoholic beer market and 95 per cent of the non-alcoholic market. Last year it sold 10.7m litres of non-alcoholic beer in Egypt, but estimates this could grow to 100m litres within three years.

ABC will have exclusive rights to supply Kaliber to Saudi Arabia, Iran, Sudan, Yemen, the United Arab Emirates, Jordan, Lebanon, Qatar, Oman and Bahrain. The alliance is a key step in its plans to treble sales of non-alcoholic beer in Saudi Arabia. This market, worth \$100m a year, is the largest in the world and growing at 33 per cent annually.

Local production of Kaliber will start later this year, allowing Guinness to avoid the 850 per cent import taxes.

**Revamped German groups ride high on export boom**

By Graham Bowley in Frankfurt

Restructuring and robust exports helped German industrial companies report sharply higher profits yesterday as they responded to buoyant growth in foreign markets and tackled stagnant German demand.

"German companies are benefiting from the strong US dollar and the export boom," said Gerhard Grube, chief equity strategist at Bank Julius Baer in Frankfurt. Robert Bosch, one of the world's leading car parts and electrical goods groups, which has been bolstered by acquisitions worldwide, reported net income last year of DM1.7bn (\$856m) sharply up from

DM500m in the previous year. However, Bosch cautioned that profits were boosted by one-off tax effects.

Metalgesellschaft, the German industrial and trading group rescued from near bankruptcy in 1993, said pre-tax profits rose 18 per cent to DM125.3m in the first half of the current financial year. Its business was strengthened by acquisitions.

Bosch has concentrated on growth in international markets. Sales outside Germany increased 23 per cent last year to DM30.7bn while domestic revenues recorded virtually no growth.

Metalgesellschaft, restructuring after nearly collapsing in

1993 following spectacular losses on US oil derivatives, said it had strengthened all its trading divisions with acquisitions in the first six months. MG is paying its first dividend for five years.

Veolia, the energy, chemicals and logistics conglomerate, reported a 57.5 per cent increase in pre-tax profits in the first quarter, due in large part to extraordinary income from disposals.

RWE, the Essen-based energy, engineering and chemical group, said group earnings after tax and minority interests increased 9.5 per cent to DM961m in the first nine months.

Result reports, Page 20

April 1998  
This announcement appears as a matter of record only

**£50 million sale of shares**

**Aegis Group PLC**  
Specialist media agency

Electra Fleming invested in the refinancing of Aegis in 1993 and with the successful turnaround of the company, has now sold the majority of its shareholding

**ELECTRA FLEMING**

Electra Fleming Limited  
International Private Equity  
63 Kingsway  
London WC2B 6QT  
Tel: +44 171 831 6464  
Fax: +44 171 494 5268

Regulated by IMRO





## COMPANIES &amp; FINANCE: ASIA-PACIFIC

JAPAN LIFE ASSURANCE ASSOCIATION TODAY APPROVES US GROUP'S BID TO CONTROL AOBA

## AIG set to buy Nissan Mutual operations

By Gillian Tett in Tokyo

American Insurance Group is poised to receive permission today to purchase the operations of Nissan Mutual, the Japanese life group that collapsed last year.

A meeting of the Japanese Life Assurance Association will today approve AIG's application to assume control of Aoba, a company set up to manage Nissan Mutual's assets.

AIG has not yet made any formal commitment to complete the deal which is unlikely to be finalised until due diligence has been conducted this summer.

It refused to comment yesterday. However, the move illustrates the inroads foreign companies are making into Japan's life assurance sector as Big Bang financial deregulation proceeds.

AIG and the life assurance industry have not yet indicated the price of any possible deal. Industry observers suspect it will be relatively favourable for AIG, as the Ministry of Finance is keen to resolve the problems created for the industry after Nissan Mutual collapsed.

The failure of Nissan Mutual sent shockwaves through the sector because it was the first life assurance company to collapse since the second world war.

Last year the life assurance association established Aoba to manage the assets of Nissan Mutual and the rest of the industry made some contributions to it. However, Aoba has remained plagued with difficulties and no Japanese company has expressed any interest in absorbing the group.

Some life assurance companies have opposed AIG taking over Aoba, arguing that it was unfair for the US group to benefit from the efforts that Japanese companies had made to salvage Nissan Mutual's business.

AIG is understood to have pledged to improve Aoba's management and protect its policyholders. The group already has a range of insurance operations in Japan, each run as an independent entity.

Allico, its life assurance arm, for example, had coverage exceeding ¥10,000bn (\$74.6bn) in 1996, making it the largest foreign life insurer in Japan.

GE Capital, the US financial services group, has effectively purchased the new business operations of Toho Mutual, another troubled life insurance group.

It recently established a joint venture with Toho to manage the group's new business and be 90 per cent controlled by GE Capital.

## Koreans set their sights high with \$30bn asset sale

Analysts say chaebol are demanding too much from foreign investors, writes John Burton

It is South Korea's \$30bn challenge. That is the amount the nation's six leading conglomerates - Samsung, Hyundai LG, Daewoo, SK and Ssangyong - are hoping to raise through asset sales to foreign investors to reduce mountains of corporate debt by 2000.

The conglomerates, or chaebol, are optimistic the goal will be achieved. Hundreds of foreign businessmen have crowded into Seoul hotels looking to gain a foothold through mergers and acquisitions in the highly protected market.

There are already been a few success stories. Volvo recently concluded a \$572m deal to buy the construction equipment division of the highly indebted Samsung Heavy Industries. Coca-Cola last year acquired the bottling facilities of the Doosan group for nearly \$600m, while Procter & Gamble took over Ssangyong's paper subsidiary for \$350m.

But there are reasons for scepticism about the chaebol's restructuring plans, which are short on details. Analysts say the chaebol are over-optimistic in the amount of capital they

expect from foreign investors, who are cautious in buying Korean assets because of potential labour unrest, undisclosed debt problems, poor accounting practices, and legal and regulatory obstacles.

"The chaebol are demanding too much money for their assets," says a senior presidential adviser, particularly when property and share prices are falling.

Most analysts believe foreign investors will take a wait-and-see attitude until the Korean recession begins to bite and asset prices hit bottom.

The chaebol are also hoping to get capital infusions by offering foreign companies up to half of core businesses. But overseas investors are expected to demand a large say in management, which the chaebol's autocratic family owners are likely to reject.

This has raised doubts about Daewoo's proposal to sell half of its car company to General Motors, while the government said talks on an equity stake by Intel in Samsung Electronics had hit a snag for similar reasons.

Moreover, the government



Eye for a bargain: Japanese businessmen visit an exhibition of Daewoo cars while seeking investment opportunities in Korea

Reuters

plans to raise \$10bn this year through the privatisation of some leading and profitable state companies, including Korea Electric Power and Korea Tobacco. This could divert foreign funds from acquisitions in the private sector.

Nonetheless, foreign investors are likely to conduct takeovers in three areas: joint ventures, overseas assets and main businesses of smaller and more vulnerable chaebol.

Yun Hunsu, president of Consul M&A, a Seoul consultancy, predicts most take-over activity this year will occur among joint ventures, because foreign companies are already familiar with their operations and there is

less need for a lengthy due diligence process.

BASF, the German chemicals group, recently bought out its Korean partners, Hanhwa and Hyosung, in joint ventures. The German car parts maker Bosch has acquired its joint venture from Mando Machinery, while Samsung has offered to sell its stakes in two electronics joint ventures to foreign partners, Hewlett-Packard and General Electric.

Overseas assets acquired by the chaebol in an investment boom in the mid-1990s are also expected to attract foreign buyers because they have few of the problems, such as labour

troubles and regulatory obstacles, associated with business in Korea.

The biggest overseas deal has been a \$775m sale by Hyundai Electronics of its US non-memory chip subsidiary, Symbolic Logic, to finance the completion of a \$1.3bn memory chip plant in Oregon that opened this week.

Daewoo sold a 40 per cent stake in the Kazakhstan telecoms monopoly for \$150m. Ssangyong raised \$150m for two hotels and a cement plant in California.

Korea's smaller chaebol have taken more drastic actions in restructuring than the bigger groups as they are vulnerable to bankruptcy because of a heavy depen-

dence on a weak domestic market.

Doosan has sold its joint ventures with Nestle, 3M and Kodak and is negotiating to sell up to half of its main brewery and liquor businesses to Interbrew of Belgium and Seagram of Canada.

The Hanhwa energy group is offering to sell a power plant and a network of petrol stations. Daesang recently sold its lysine division, one of its most profitable businesses, to BASF for \$600m.

Analysts say the big conglomerates might have to follow their smaller rivals and sacrifice some industrial crown jewels if the restructuring plans are to succeed.

## NEWS DIGEST

## TELECOMMUNICATIONS

## KDD to begin services to the US, UK and Germany

KDD, Japan's largest international telecommunications operator, is to become the first Asian operator to offer domestic and international services in the US, the UK and Germany when it begins services in those countries from next month. The expansion came in the wake of deregulation measures introduced in February in line with a World Trade Organisation agreement on telecoms liberalisation. KDD said.

The Japanese company, which faces intensifying competition in its core market, will offer long-distance domestic services in the US at 80 per cent of the average rates charged by AT&T. In the UK, rates will be set at 70 per cent of those of BT, and in Germany rates for corporate customers will be set at half of those of Deutsche Telekom.

KDD faces growing competition in its key market for international calls with the entry of NTT, Japan's telecoms giant which was previously restricted to domestic services. It expects its new services overseas to be used mainly by Japanese companies and forecasts revenues from the services to total ¥20bn (\$149m) in 1999. Michio Nakamoto, Tokyo

## JAPAN

## DDI more than doubles

DDI, one of Japan's largest telecommunications groups, yesterday reported a surge in group profits, helped by an increase in cellular and personal handy phone (PHS) subscriptions, as well as growth in new data transmission services.

Recurring profits in the year to March 1998 more than doubled from ¥21.4bn to ¥52.2bn (\$389m) on sales 16 per cent higher at ¥1,178.3bn. Net profits were ¥8.3bn, compared with a net loss of ¥26.2bn.

The better results came in spite of a sharp deterioration in core long-distance telecoms business, which has been hit by falling rates, and fierce domestic competition. On a parent basis, DDI suffered a 4 per cent fall in sales to ¥535.9bn and a 42 per cent decline in recurring profits to ¥39.5bn. Net profits were 37 per cent down at ¥23.7bn.

The downturn in core business reflects the intense competition in Japan's domestic long-distance market where companies have had to lower rates to compete. DDI had cut its rates twice and the combined impact was ¥30bn, the company said.

The profitability of the core business was affected by higher operating costs because of an increase in commissions related to increased marketing efforts. As a result, subscriber numbers had increased from 15m last March to 16.3m at the end of this March, DDI said. The cellular phone business also increased recurring profits from ¥33.2bn to ¥37.5bn; the number of subscribers rose about 26 per cent.

Elsewhere, DDI was able to reduce its losses in the PHS business as a result of lower churn. DDI Pocket, its PHS company, reduced recurring losses from ¥75.6bn to ¥18.1bn. The improvement reflected moves by the company to reduce commissions paid to retailers to offer PHS phones for free.

The unit forecasts recurring profits of ¥2bn this year. DDI expects sales this year to increase 8 per cent to ¥1,271bn, but recurring profits to fall 28 per cent to ¥37.5bn, largely because of the impact of rate declines in the long-distance market. Net profits will rise 56 per cent to ¥13bn. Michio Nakamoto

Comments and press releases about international companies coverage can be sent by e-mail to [international.companies@ft.com](mailto:international.companies@ft.com)

## Fortis AG

## General Meeting Shareholders

THE ORDINARY GENERAL MEETING will be held on Wednesday, 27 May 1998, at 10.30 a.m., at 1000 Brussels, rue du Port Neuf, 17.

## Agenda

1. Directors' and Auditors' Report.
2. Consolidated annual accounts. Communication of the consolidated annual accounts for the 1997 financial year.
3. Annual company accounts. Proposal to approve the annual company accounts for the 1997 financial year, including the appropriation of profit proposed by the Board of Directors. A proposal will be made to declare a gross dividend of BEF 153 per share, giving the right to a net dividend free of withholding tax of:
  - BEF 114.75 per share (coupon no.11);
  - BEF 130.05 per share (coupon no.11), accompanied by coupon no.11 of the "VVRP scrip" sheet.
4. Discharge of directors and statutory auditor. Proposal to grant such discharge.
5. Statutory appointments. Mr Philippe LIOTIER having expressed the wish to put an end to his term of office as from 6 March 1998, proposal to appoint definitively as director Ms Christine MORIN-POSTEL, appointed temporarily by the Meeting of the Board of Directors on 6 March, 1998 in order to terminate the term of office of Mr Philippe LIOTIER which will run until the end of the Ordinary General Meeting of 2000.

Mr Bernard 't'Serstevens having expressed the wish to put an end to his term of office as from 27 May 1998, and so respecting the retirement age fixed within the Board of Directors, proposal to appoint as director Baron Jean-François de le COURT in order to terminate the term of office of Mr Bernard 't'SERSTEVENS which will run until the end of the Ordinary General Meeting of 2000.

Proposal to renew the term of office of Baron Piet VAN WAEYENBERGE, who is eligible and presents himself for re-election, for a period of three years, until the end of the Ordinary General Meeting of 2001.

## Attendance to the meeting

To take part in the meeting, shareholders must conform with the provisions of Articles 22 and 23 of the Memorandum and Articles of Association:

- a) Owners of bearer shares are requested to deposit their shares at the company's registered office or at one of the banks mentioned below, no later than Tuesday, 19 May 1998;
- b) Owners of registered shares, as well as owners of bearer shares which have already been deposited at the company's registered office, are requested to advise the company by the same date of their intention to take part in the meeting.

## Proxy

Shareholders wishing to be represented by other persons at the meeting are invited to use the proxy form (which does not constitute "proxy request" or "public solicitation" within the meaning of Article 74 paragraph 2, sub-paragraph 2, and paragraph 3 of the coordinated laws governing commercial companies) which may be obtained upon simple request at the company's registered office. Every proxy must reach the company's registered office as soon as possible, and no later than Tuesday, 19 May 1998.

## Further information

The Annual Review 1997 and the Supplement 1997, which together form the annual reports of Fortis and its two parent companies, Fortis AG and Fortis AMEV are available to the shareholders at the Company's registered office. They can be obtained at telephone number 32 (0)2 220 84 53.

## The Board of Directors.

Fortis AG, société anonyme  
Bd Emile Jacqmain, 53  
1000 Brussels  
Belgium  
R.C. Brux.: 1811

ASLK-CGER BANK  
BANQUE BRUXELLES LAMBERT  
GENERALE DE BANQUE  
KREDIETBANK  
PETERCAM

FORTIS BANK LUXEMBOURG  
BARCLAYS BANK

Fortis is an international group which is active in the field of insurance, banking and investments. More than 100 Fortis companies with over 35,000 employees are among other active in Europe, the United States, Asia, Australia and the Caribbean. They are solid partners, providing flexible solutions to individuals and businesses, large and small.

For further information please contact:  
Brussels: 32 (0)2 220 84 53  
Utrecht: 31 (0)30 257 65 48  
or visit our Internet site: [www.fortis.com](http://www.fortis.com)



Solid partners, flexible solutions

## Fortis AMEV

## General Meeting Shareholders

The Annual General Meeting of Shareholders of Fortis AMEV will be held on Wednesday 27 May 1998, commencing at 10.30 a.m. in the Fortis Auditorium, Archimedeslaan 6 in Utrecht, The Netherlands.

## Summary agenda

- Report from the Executive Board for the financial year 1997, approval of the 1997 Annual Accounts, discharge of the Executive Board and the Supervisory Board and declaration of the dividend for the financial year 1997;
- Re-appointment of a member of the Supervisory Board;
- Appointment of a member of the Executive Board;
- Authorization for the Executive Board to issue shares;
- Authorization for the Executive Board to repurchase the company's own shares;
- Corporate Governance.

## Availability of the agenda

The following documents will be available free of charge from 11 May 1998 from Fortis AMEV in Utrecht, MeesPierson N.V. in Amsterdam, Barclays Bank PLC in London, United Kingdom and Fortis Bank Luxembourg in Luxembourg at the addresses listed below:

- the full agenda for the meeting, also containing the prescribed notifications concerning the member of the Supervisory Board standing for re-appointment;
- the 1997 Annual Review and the 1997 Supplement of Fortis, Fortis AMEV and Fortis AG, including the annual reporting of Fortis AMEV;
- report concerning the recommendations of the Corporate Governance committee.

## Attendance at the meeting

Holders of registered shares may attend the meeting provided they notify Fortis AMEV of their intention to do so in writing no later than Wednesday 20 May 1998.

Holders of depositary receipts for shares may attend the meeting provided they lodge their receipts - or proof that they have lodged their depositary receipts at the offices of a company that is a member of the Amsterdam Exchanges N.V. - no later than 20 May 1998 at the head office of MeesPierson N.V. in Amsterdam, Barclays Bank PLC in London, United Kingdom, and Fortis Bank Luxembourg in Luxembourg, at the addresses listed below.

## Proxies

Shareholders and holders of depositary receipts for shares may also be represented by proxy, in which case in addition to the requirements for attendance as stipulated above, the written proxy must be received by the company no later than 20 May 1998.

## Additional information

Those who have given notice of their intention to attend the meeting will be sent directions in advance on how to reach the Fortis Auditorium. For further information, please contact Fortis Group's Communications department, telephone number 31 (0)30 257 65 48.

Utrecht, 9 May 1998

The Executive Board.

Fortis AMEV in  
P.O. Box 2049  
3500 GA Utrecht  
Archimedeslaan 6  
3584 BA Utrecht  
The Netherlands

MeesPierson N.V.  
Rokin 55  
1012 KK Amsterdam  
The Netherlands

Fortis Bank Luxembourg  
12-16 Avenue Montigny  
L-1165 Luxembourg  
Luxembourg

Barclays Bank PLC  
8 Angel Court  
Throgmorton Street  
London EC2R 7HT  
Verenigd Koninkrijk





## COMPANIES &amp; FINANCE: UK

## Pearson would retain S&S education side

By John Capper in London and William Lewis in New York

Pearson, the media company that owns the Financial Times, would retain the educational publishing operations of Simon & Schuster and sell on its reference and business and professional arms if it won an auction for the publisher, it has emerged.

Under an agreement with Hicks, Muse, Tate & Furst, the investment fund, Pearson would keep the parts of Simon & Schuster that fit with its Addison-Wesley Longman publishing division, and transfer the other operations to Hicks Muse.

The Pearson bid is among three for the operations being sold by Viacom.

The other bidders are Kohlberg Kravis Roberts, the buy-out fund, and Knowledge Universe, a company controlled by Michael Milken, the former high-yield bond trader.

UK analysts said they believed that Pearson could enhance earnings if it paid between \$3bn and \$3.5bn (£2.09bn) for the Simon & Schuster educational publishing operations, as part of a bid involving Hicks Muse of \$4.5bn for all the divisions.

Pearson is thought to have been determined only to have offered a price that it could demonstrate would enhance earnings in the first

year by a significant margin. This would allow it room for manoeuvre in case of unexpected problems.

This would be helped, analysts said, if Pearson could structure any agreement as a purchase of assets rather than an acquisition of a company under US tax law, allowing it to offset a possible \$2.5bn of goodwill against its US tax liabilities.

Richard Dale, an analyst at Salomon Smith Barney, the investment bank, said Pearson was likely to incur interest payments of between \$240m and \$270m per year following a debt-financed acquisition of the Simon & Schuster operations.

Although this could reduce pre-tax earnings by between \$20m and \$50m per year, its earnings could be enhanced if it structured the deal in a tax-efficient manner, and raised margins within Addison Wesley to Simon & Schuster's level.

Analysts said that although Pearson might have been able to buy all five divisions on sale itself, it would have had to sell the non-education operations within a reasonable time in order to restore an acceptable level of interest cover.

Pearson and Viacom declined comment on the auction yesterday.

Pearson shares closed 1½p down at 935p.

## Patriotism is out of place in sale of Rolls-Royce

Sentiment is in fact part of the reason it is now being sold, says Roger Taylor

For any older British investor the sale of Rolls-Royce Motor Cars to Volkswagen is a national humiliation.

They regard the decision by Vickers, the engineering group, to sell the luxury carmaker to Volkswagen as a national humiliation.

Many of these shareholders made vocal protests at Vickers' annual meeting earlier this month.

Since then, some have contacted the Financial Times and called for a public subscription to keep Rolls-Royce British.

The actions are understandable, Vickers and VW are rivals with associations that are particularly wounding to the national pride of Britons with long memories.

Vickers built the tanks and aircraft, including the Spitfire, that helped Britain win the second world war.

VW was the brainchild of Hitler, who originally conceived the idea of a "people's car" in who laid the foundations of the company's headquarters in Wolfsburg.

The contrasting fortunes of Rolls-Royce and VW are indicative of the what has happened to industry in

Britain and Germany since the war.

Rolls-Royce is now a marginalised manufacturer of cars few can afford, and which risk undermining the company's reputation for superior quality. VW is Europe's biggest carmaker and a world player.

Vickers argues that emotional attachments to Rolls-Royce Motor Cars cannot withstand the financial logic of the sale. It points out that the company requires resources and expertise to develop new models which are beyond anything Vickers could muster.

Vickers says that Rolls-Royce will enjoy a much brighter future under the control of VW than under Vickers.

VW plans to increase output five-fold, develop new models and carry on building the cars in Britain.

The Engineering Employers Federation says that the rest of the UK car industry has already been saved by foreign investments. It talks of a "renaissance" of UK car manufacturing under the control of Japanese, Koreans, Germans and Americans.

John McGee, professor of strategy management at Warwick Business School, argues that foreign carmakers have re-educated British management and taught them management and marketing skills which have then passed on to other companies and industries.



car manufacturing taught the industry to improve its productivity. BMW, which is trying to return Rover to profitability, is teaching the UK company the product development and design skills at which BMW excels.

He describes globalisation of business not simply as the creation of larger international units but as a "trade in competences". The shareholders who object to the sale of

Rolls-Royce get emotional about the issue. They talk of the great names of British industry which have now faded such as Laird, the shipbuilder, and Parsons, the turbine builder bought by Siemens of Germany.

Others point out that these are all businesses based around technology of the last century. What matters, they say, is to be well-represented in newer faster growing industries such as information technology and media.

## Jacor shows interest in buying Talk Radio

By Cathy Newman

Talk Radio and other UK radio stations being sold by CLT-UFA of Luxembourg are attracting interest from the US. Jacor Communications of Kentucky is thought to have reached the second round of bidding.

CLT-UFA appointed Lehman Brothers to try to sell businesses including a 63.2 per cent stake in Talk; 80 per cent of Atlantic 252, which transmits to the UK from Ireland; and RTL Country, a country music station broadcasting in Greater London.

Jacor would have to form a consortium to bid for Talk and Country, as UK rules prevent US companies controlling domestic radio licences, but Irish media rules would allow it to buy Atlantic. Jacor, CLT-UFA and Lehman Brothers declined to comment.

Jacor linked with Extra Fleming, the venture capital group, to bid for Moby Radio, the easy-listening station bought by EMI this year. However, it is thought the pair have not joined forces to bid for CLT-UFA interests.

For haute couture you go to Paris. And for asset management?

To Geneva, of course. Its Private Bankers have developed made-to-measure asset management into an art. Unique investment expertise and a global perspective have established their worldwide reputation for capital growth... a reputation they have ably defended for 200 years.



### GENEVA'S PRIVATE BANKERS

LIBERTY · INDEPENDENCE · RESPONSIBILITY

IN GENEVA:

BORDIER & Cie (1844) - DARIER HENTSCH & Cie (1796) - LOMBARD ODIER & Cie (1798) - MIRABAUD & Cie (1819) - PICTET & Cie (1805)

The Groupement des Banquiers Privés Genevois is not regulated in the United Kingdom and does not conduct any investment business in the United Kingdom. The protection afforded to investors under the UK regulatory system would not apply and compensation under the Investors Compensation Scheme would not be available. This advertisement has been approved by Lombard Odier Private Asset Management Limited and Pictet Asset Management UK Limited, regulated by FIMRO.

### ESPIRITO SANTO FINANCIAL GROUP S.A.

Société Anonyme  
Luxembourg, 37, rue Notre-Dame  
R.C. Luxembourg B 22232

#### Avis de convocation

Les actionnaires sont convoqués par le présent avis à l'Assemblée Générale Statutaire qui aura lieu le 29 mai 1998 à 11.00 heures dans les bureaux de la Kredietbank S.A. Luxembourg, 43, boulevard Royal, Luxembourg, avec l'ordre du jour suivant:

#### Ordre du jour

1. Rapport de gestion du Conseil d'Administration; rapport du Réviseur sur les comptes statutaires et consolidés pour l'année clôturée au 31 décembre 1997.
2. Approbation des comptes annuels consolidés et l'attribution des résultats au 31 décembre 1997.
3. Décharge aux Administrateurs et au Réviseur pour l'exercice clôturé au 31 décembre 1997.
4. Nominations statutaires.
5. Divers.

Conformément à la loi luxembourgeoise du 4 décembre 1992 relative aux participations importantes dans les sociétés cotées à la Bourse de Luxembourg, les actionnaires détenant une participation supérieure à 10% des actions de la société, directement ou par l'entremise d'ADS, sont priés de faire connaître leur pignon.

Le Conseil d'Administration

### SCUDDER, STEVENS & CLARK LIMITED

are pleased to announce that from Monday 18th May 1998 our London office will re-locate to:

1 South Place  
London EC2M 2Z  
United Kingdom

Telephone: 44 (0)171 89 0200  
Facsimile: 44 (0)171 56 6575

Regulated by FIMRO

#### CITIBANK S.A.

UK Branch: 100, Abchurch Lane, London EC4N 3DF  
R.C. Luxembourg B 22182

#### NOTICE TO THE HOLDERS OF CITIBANK

It was unanimously resolved by the 1st of Directors to change the address of the registered office of the Citibank (UK) Limited from 100, Abchurch Lane, London EC4N 3DF to 100, Boulevard de la Gare, Luxembourg, L-1330 Luxembourg, with effect from May 1, 1998.

On behalf of the Board of Directors

## PAN-HOLDING

Société Anonyme - Luxembourg R.C. Luxembourg B 7.023  
7, Place du Théâtre, Boîte Postale 408, L-2014 Luxembourg  
Téléphone: (352) 46 24 01/46 24 02 - Télex: (352) 46 25 27

PRESS RELEASE FOLLOWING  
THE ANNUAL GENERAL MEETING OF APRIL 28, 1998

## DIVIDEND

The Annual General Meeting of April 28, 1998, has declared for 1997 a dividend of US \$ 6.40 per Dividend Share (compared to the dividend of US \$ 6.10 paid the previous year) for shareholders of record at close of markets on May 29, 1998. The dividend, free of withholding tax in Luxembourg, will be payable as of June 2, 1998 on the Dividend Shares (coupon Nr 4 for bearer shares) and the amount corresponding to the dividend will be attributed to the Capital Shares.

## CURRENT GEOGRAPHICAL BREAKDOWN OF ASSETS

Cash	14.40%	Japan	4.29%
North America	20.87%	Europe	52.97%
Pacific Basin ex-Japan	7.50%		

NET ASSET VALUE AS OF MAY 13, 1998		
PER SHARE OF US \$ 50	DIVIDEND SHARE	CAPITAL SHARE
	US \$	US \$
NET ASSET VALUE	480.40	494.74
SALE PRICE	482.80	497.21
REPURCHASE PRICE	478.00	492.27

As of May 13, 1998, the net asset value per share is up 14.17% from December 31, 1997.

For the one year period (also ending May 13) the increase of the net asset value, dividends reinvested, was 15.26%, over five years the annualized return was 11.65%.

The shareholders of Pan-Holding are being informed that the French "Over the Counter" market will be eliminated as of July 2 1998 and Pan-Holding shares will therefore no longer be quoted in Paris.

For the convenience of shareholders who may wish to buy or sell shares of Pan-Holding between two weekly valuations, shares will continue to be quoted on the Luxembourg market.

Moreover people who wish to buy or sell shares of Pan-Holding, may do so at net asset value, plus or minus a commission of 0.5%, by directly contacting the Company. They can also do it through an agent (bank, brokerage house etc.).

The net asset value is calculated once a week (on Wednesday). Orders must be received by the Company or the Custodian Bank no later than 5.00 p.m. (local time) on the last business day prior to the valuation.

The 1997 annual report and the current prospectus are available upon request at the Luxembourg registered office, 7, Place du Théâtre, Boîte Postale 408, L-2014 Luxembourg. Telephone: (352) 46 24 01 / 46 24 02 - Telefax: (352) 46 25 27.

## SCHRODER INTERNATIONAL SELECTION FUND

Société d'investissement à capital variable  
Registered Office: 5, rue Höhenhof, L-1736 Senningerberg  
R.C. Luxembourg B8202

## NOTICE TO SHAREHOLDERS

## ANNUAL GENERAL MEETING OF SHAREHOLDERS

of Schroder International Selection Fund will be held at its registered office at 5, rue Höhenhof, L-1736 Senningerberg, at 11.00 am on Tuesday 26th of May 1998, for the purpose of considering and voting upon the following matters:

## AGENDA

1. Acceptance of the Directors' and Auditor's Report and approval of the financial statements for the year ended 31st December 1997.
2. Distribution of final dividend.
3. Discharge of the Board of Directors and Auditors.
4. Re-election of Directors.
5. Re-election of Auditor.
6. Any other business.

## VOTING

Resolution on the items on the agenda will require no quorum and will be taken on the majority of the votes expressed by the shareholders present or represented at the meeting.

## REGISTERED SHAREHOLDERS

Registered shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office of the company to arrive not later than May 22nd, 1998.

## BEARER SHAREHOLDERS

In order to take part in the Meeting of 26th May 1998, the owners of bearer shares must deposit their shares five business days before the meeting at the registered office of the Company as set out above, or with:

Securities Department  
Schroder Investment Management Limited  
33 Center Lane  
London EC2V 8AS

Proxy forms for the meeting will be sent to registered shareholders with a copy of this Notice and can be obtained by bearer shareholders from the registered office.

The Board of Directors  
May 1998



## Dividend Payment

The Annual General Meeting of Shareholders of Royal Nedlloyd N.V. resolved on 13 May, 1998 to adopt the Financial Statements for 1997. In consequence, a cash dividend of Dfl 1.25 per share of Dfl 10 nominal value will be paid over the financial year 1997.

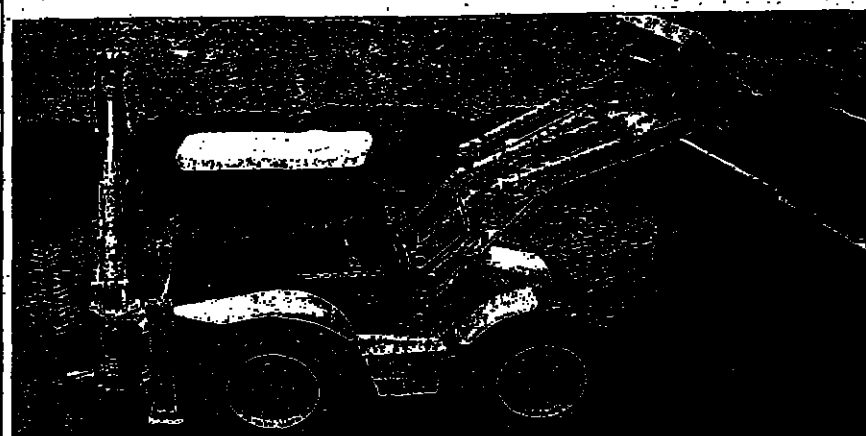
As of 22 May, 1998 the dividend of Dfl 1.25 per share, after withholding 25% dividend tax, will be paid at the Head Office of Kas-Associatie N.V., MeesPierson N.V. or ABN-AMRO Bank N.V., all at Amsterdam, or at Commerzbank A.G. at Frankfurt am Main, Germany.

Dividend coupon no. 7 has been designated for this payment. The dividend will be made available to holders of CF-documents through the intermediary of the institutions where the coupon sheets were kept on 13 May, 1998 after business hours. Holders of registered shares will receive advice from the company regarding the payment of dividend.

Rotterdam 15 May, 1998  
Royal Nedlloyd N.V. - Boompjes 40 - 3011 XB Rotterdam  
Tel: 31-10-400 6911 - Fax: 31-10-400 6475

Executive Board

## COMPANIES AND FINANCE: UK



JCB: Digging in for US future

## JCB challenges rivals with \$50m US plant

By Peter Marshall

JCB Group, one of Britain's biggest privately-owned manufacturers, is planning to challenge its North American competitors with its first production base in the US.

The investment of up to \$50m underlines the expansion plans of the family-owned manufacturer, which apart from a small joint venture in India has all its current production in the UK.

JCB, which in units is Europe's biggest maker of construction machines, and the fifth largest in the world, expects this year the US will become its biggest single market, after the UK.

The US accounts for nearly 30 per cent of the world's \$60bn a year market for construction machines such as excavators and backhoe loaders.

Three of the world's four

biggest makers of these vehicles - Caterpillar, Ingersoll Rand and Case - are US-owned. The other large manufacturer is Komatsu of Japan.

Sir Anthony Bamford, chairman and part owner of JCB, said the move to start a US factory was a "logical step" for the company, which was started in 1945 by his father. Sir Anthony is determined to keep the company, which exports nearly three quarters of its output, under his family's sole ownership.

The US plant is due to be built by 2001 and is expected to produce 5,000-10,000 machines a year and employ several hundred people. The location of the factory is still to be decided.

JCB - which during the 1990s boosted annual sales by 150 per cent to \$773.5m (\$1.26bn) last year - saw a 20 per cent fall in pre-tax profits

its last year, largely due to the strength of sterling.

However, the group is predicting an increase in production this year despite the strong pound.

Sir Anthony said demand in mainland Europe was recovering after being weak for much of the 1990, while markets in the US were "strong".

"Prospects are OK but it is not fantastic," he said. The 1997 year pre-tax profits fell to \$80.2m, compared with \$100.8m previously, despite up 8.1 per cent to \$773.5m (\$1.26bn).

Registered in constant 1996 exchange rates, pre-tax profits would have been \$100.8m, or 15 per cent up.

Production volumes for the company's plants - six of which are in the UK - increased 9.3 per cent to 24,669 machines, maintaining JCB's position as the world's fifth biggest maker

## COMMENT

## UK productivity

Should investors be pleased or alarmed that the government has a bee in its bonnet about UK productivity? The risk is twofold: that the government deprioritises its own role in creating an environment unfavourable to investment and that interventionist solutions tend to distort investment decisions, creating inefficiencies. Fortunately, the way the issue is being tackled should minimise these risks, as well as offering some hope of a creative outcome. A welcome part of the process is that UK business people have the chance to influence senior ministers. Coupled with issues McKinsey has highlighted in its report on Britain's productivity gap, such as over-regulation, this should ensure government behaviour is as much in the spotlight as business decisions. This should lead to reforms that remove barriers to investment. And if the government does end up spending money to tackle problems such as skill shortages, it will be better directed thanks to proper consultation with employers. More difficult, but just as useful, would be a way of disseminating the best management practices being discussed by participants in the chancellor's productivity seminars.

But given a choice between stimulating seminars and a stable economic environment with lower interest rates, business people would opt for the latter. They will then reduce the hurdle rates of return for investment, clearing the way for a modernised capital base and growth.

## Billion

Billion's Mozal aluminium smelter in Mozambique looks a winner. Cheap power will put it at the low end of the cost curve, while a favourable tax regime will bolster returns. Moreover, project risks are low given that Mozal is modelled on the successful Hillside project in South Africa. With the company still keen to buy government aluminium assets in Venezuela, though, the pressure is on to do other deals. After all, Billion is committed to geographical and product diversification. Right now, the slant is towards southern Africa and aluminium.

Given the company's deal-making culture, and with resource companies attractively priced after recent commodity price falls, we may not have long to wait. A recovery in the share price, alas, may take longer with Asia again weighing on commodity prices.

## Ilion and Abacus markets slow

By Suzanne Voyle

Two distribution companies yesterday issued profits warnings, blaming the slowdown in UK manufacturing.

Shares in Ilion, which distributes computer networks and communications products, fell 40 per cent to 115p, while Abacus Polar, the electronic components distributor, saw its shares fall from 126p to 98p.

Both groups said the slowdown had only just started and they would be cutting costs as their markets could continue to be depressed for some time.

Ilion's profits warning was its second in six months. Minh Tran Chau, finance director, said pre-tax profits might be less than the \$5m (\$10m) in 1997, against the \$5m the market had been expecting. Analysts were now expecting Ilion to make \$5.8m.

Mr Chau said the manufacturing slowdown had combined with a diversion in IT spending. Companies were ensuring compliance with the millennium and European economic and monetary union, instead of investing in new equipment. They were also putting off expenditure because the pace of technological change was so fast.

Abacus Polar said the hoped-for recovery in the semiconductor industry was not materialising and the group would not achieve the \$9.8m annual pre-tax profits the market was expecting. Analysts now expect Abacus to make about \$7m.

## Transco shortfall leads to price rise

By Robert Cazzini

Transco, the monopoly UK gas pipeline operator owned by BG, will raise prices 2 per cent in October because a second consecutive warm winter has left it well short of the amount it is allowed to earn by its regulator.

BG, which yesterday reported a generally "satisfactory" first quarter with net modified historical cost profits of \$304m (\$496m) - 2 per cent down on last year - said it would recover \$350m in allowed revenue over two

years, beginning in October. That will mean an average 2 per cent rise in gas transportation costs, which make up about 45 per cent of the total domestic gas price, according to Philip Hampton, BG's finance director.

Yesterday's results showed that Transco weathered relatively well a 13 per cent price cut ordered by Ofgas, its regulator, that, along with higher temperatures, depressed first quarter operating profits by \$62m to \$465m. Operating profits would

have been \$52m higher if weather had affected Transco's volumes. Mr Hampton said the underlying performance of the pipeline operator was positive.

It is "judging ahead" of the 3 per cent annual cost reduction target in its price formula, while "underlying gas volume trends are quite good".

A \$27m improvement in BG's exploration and production operating profits to \$63m reflected sharply higher volumes, which rose 48 per cent.

## British Energy to merge its nuclear units

By Andrew Taylor, Utilities Correspondent

British Energy yesterday signalled its intention to merge the independently managed English and Scottish nuclear power subsidiaries set up when it was privatised in 1996.

The separation, partially to satisfy Scottish sensitivi-

ties, was accompanied by rows over the number of English and Scottish directors on the board. There were also concerns over whether British Energy's Edinburgh headquarters would be just "a brass plate on the wall".

The company said yesterday: "Life has moved on since we were privatised."

These concerns were never really revived. We are well established as a British company with headquarters in Scotland. The reality is that we have been operating as a single company for some time."

British Energy also confirmed it was looking at several potential nuclear investments in the US north east

through its AmerGen joint venture with PECO Energy of Philadelphia.

AmerGen's name was recently associated with a nuclear plant at Three Mile Island in Pennsylvania, where a nuclear reactor was closed after coming close to meltdown in 1979. A deal however is thought to be unlikely.

## RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Dividend (p)	Date of payment	Total for year	Total for year
Abacus Polar	6 mths to Mar 31	51.7 (46.5)	4.21 (4.8)	6.2 (7.1)	2.2	July 1	2
Ilion	6 mths to Mar 31	94.4 (81.2)	9.87 (8.05)	91 (74)	1.57	July 1	1.25
Bank of Ireland	3 mths to Mar 31	1.913 (1.814)	530.4 (585.8)	70.9 (62)	15.9	July 10	11.85
Car	6 mths to Feb 28	196.1 (183.3)	3.04 (2.1)	5.31 (5.1)	1.72	July 1	1.58
De Wereld (A)	6 mths to Jan 31	58.4 (48.3)	3.21 (2.14)	17.05 (17.8)	6.2	July 6	5
Farman	6 mths to Feb 28	122.5 (103.9)	0.854 (0.64)	1 (0.74)	11	Aug 28	8.75
Farman Electricity	6 mths to Mar 31	25.5 (24.8)	1.35 (1.29)	2.01 (1.99)	23p	Aug 28	18
Shaw & Newman	6 mths to Mar 31	1.73 (1.65)	0.33 (0.109)	0.33 (0.11)	-	-	-
Mitro Power	6 mths to Apr 30	29.4 (28.6)	5.08 (2.6)	4.3 (1.8)	-	-	-
Quadrant	6 mths to Apr 30	36.5 (35)	6.45 (6.08)	8.8 (9.2)	4.5	July 3	4.1
Scottish Reale	6 mths to Mar 31	21.3 (18.3)	5.78 (4.48)	14.2 (10.8)	3.8	July 3	3
Southdown	6 mths to Mar 31	8.8 (7.1)	3.32 (2.78)	2.11 (2.2)	0.88	July 3	0.75
Trafalgar	6 mths to Mar 28	14.9 (13.7)	0.82 (0.85)	10.3 (9.1)	3.5	July 1	3.5
Xanox	6 mths to Mar 31	1.85 (0.205)	2.69 (2.01)	111 (111)	-	-	-

## Investment Trusts

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Dividend (p)	Date of payment	Total for year	Total for year
Midwest Energy	6 mths to Mar 31	125.2 (128.4)	0.88 (0.81)	0.22 (0.23)	-	-	-
Westminster	6 mths to Mar 31	179.8 (182.2)	4.17 (1.77)	3.30 (2.25)	2.35	July 10	2.35

Figures shown in brackets are not audited figures throughout. Figures in brackets are for corresponding period. Foreign income dividend. British currency. After exceptional charges. After exceptional credit. 10p increased credit. 4p/10p stock. 10p/10p increase.

## Eco-Bat Technologies PLC

(Incorporated with limited liability in England and Wales under the Companies Act 1985 with registered number 2901883)

£65,000,000

9.125 per cent. Guaranteed Bonds due 2007 (the "Bonds")

	Year ended 31 December 1997	Year ended 31 December 1996
Consolidated Turnover	£ million	£ million
Operating Income	17.5	18.0
Net Earnings	8.9	8.2

Note: As more fully described in the audited consolidated annual accounts of the Issuer and the Restricted Group, the figures for the year ended 31 December 1996 have been restated to take account of accounting policies adopted by the Issuer in accordance with accounting standards 1997 and 1998.

Copies of the audited consolidated accounts of the Issuer and the Restricted Group for the year ended 31 December 1997, which carry an unqualified audit report, are available to Bondholders for collection at the offices of the Paying Agents at the following addresses: Bankers Trust Company, 1 Appold Street, London EC2A 4DP; BNP Paribas, 14 Boulevard de la Woluwe, 1200 Brussels; BNP Paribas, 14 Boulevard de la Woluwe, 1200 Brussels; BNP Paribas, 14 Boulevard de la Woluwe, 1200 Brussels.

Notice is hereby given in accordance with Condition 4(1)(i) and 13 of the Terms and Conditions of the Bonds (the "Conditions"), that the annual meeting of Bondholders at which senior management of the Issuer will be present to respond to questions from Bondholders will be held at 11 a.m. on Thursday 11 June 1998 at the registered office of the Issuer, Cowley Lodge, Warren Court, Medford, Derbyshire DE5 2LE. Terms used in this notice have the meanings given to them in the Conditions.

ECO-BAT TECHNOLOGIES PLC

15 May 1998

## TO THE HONORS OF

SATORI ELECTRIC CO. LD. (the "Company")

YEN 5,500,000,000 1/2 PER CENT CONVERTIBLE BONDS due 2002

and WARRANTS

TO SUBSCRIBE FOR SHARES OF COMMON STOCK OF THE COMPANY

ISSUED IN CONNECTION WITH

U.S.\$60,000,000

3 PER CENT GUARANTEE BONDS due 2000

NOTICE OF STOCK SPLIT

AND ADJUSTMENT OF CONVERSION PRICE AND SUBSCRIPTION PRICE

NOTICE IS HEREBY GIVEN in connection with the above mentioned convertible bonds (the "Bonds") and warrants (the "Warrants") as follows:

The Board of Directors of the Company at the meeting held on 11th May, 1998 resolved that the Company shall make a stock split (the "Stock Split") whereby each share of common stock of the Company (the "Share") held by its shareholders of record as at 15th May, 1998, Japan time (the "Record Date"), will be divided into 1.7 Shares, and that the Stock Split shall be effected on 17th July, 1998, Japan time, of which additional Shares will be issued to such shareholders of record pursuant to the Stock Split. The Record Date is a Sunday, on which the transfer agent's books will be closed. Accordingly, holders of the Bonds and holders of the Warrants wishing to participate in the Stock Split must effect conversion of the Bonds and the exercise of Warrants, respectively, on or prior to 29th May, 1998, Japan time, which is the business day in Japan immediately preceding the Record Date.

As a result of the Stock Split, the conversion price at which Shares are issuable upon conversion of the Bonds (the "Conversion Price"), currently Yen 2,736 per Share, will be reduced to Yen 2,487.3 per Share pursuant to paragraph (i) of sub-clause (H) of Clause 7 of the Trust deed dated 24th October, 1995 relating to the Bonds and the subscription price at which Shares are issuable upon exercise of the Warrants (the "Subscription Price"), currently Yen 2,725 per Share, will be reduced to Yen 2,477.3 per Share pursuant to Clause 8.1 of the instrument dated 30th May, 1998 relating to the Warrants. These adjustments of the Conversion Price and the Subscription Price shall become effective on 1st June, 1998, Japan time, which is the day immediately after the Record Date.

The Sumitomo Bank, Limited  
on behalf of Satori Electric Co. Ltd.

Dated: 15th May, 1998



## EURO PRICES

## EQUITIES

## Indonesian riots subdue Europe

## EUROPEAN OVERVIEW

By Philip Coggan,  
Markets Editor

More rioting in Indonesia and a sharp initial drop on Wall Street led to a subdued day for most European stock markets. But losses were contained, especially after New York stabilised.

The FTSE Eurotop 300 fell 2.52, or 0.2 per cent, to 1,226.0, while the FTSE Ebroc 100, which focuses on stocks in those countries planning to adopt the single currency, dropped 0.4 to 1,016.66.

The FTSE Eurotop 100 index declined 4.37 to

2,817.55. There was a slight pick-up in trading in the new London 100 future on the London International Financial Futures Exchange, with 542 contracts changing hands.

The Bundesbank council, as expected, left German interest rates on hold after its monthly meeting. European bond markets were fairly flat, despite a modest opening drop in US Treasury after stronger-than-forecast core inflation data.

Asian worries spread to some of Europe's emerging markets, notably Russia, which fell to a 16-month low. But the recent "safe haven"

buying of the Swiss franc pattered on.

The oil sector again provided Europe's best performer. This time it was the exploration and production

stocks which gained 3.75 per cent after Wednesday's 4.1 per cent gain in the integrated group.

Exxon's Oil gained Ecu 0.3 to Ecu 8.82 and Lanza Ecu 0.1 to Ecu 4.3. Morgan Stanley produced a bullish note on the sector this week. However, the extractive

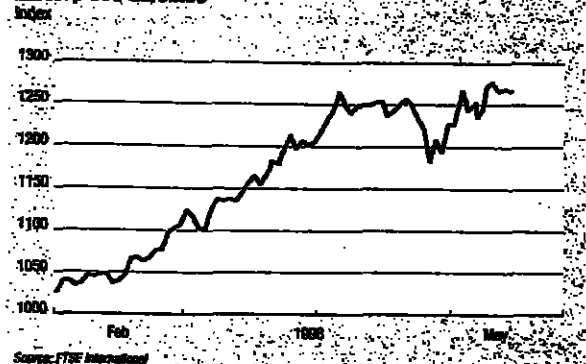
industries again took a pounding, dropping 2.5 per cent. Biffen was the culprit this time, falling 4 per cent to Ecu 0.1 to Ecu 2.48; it

appeared to be suffering from the same Asian worries that hit Rio Tinto on Wednesday.

Some Asian worries also showed up in the retail banking sector which dropped 0.7 per cent. Societe Generale dropped Ecu 0.6 to Ecu 187.73 and Dresdner Bank fell Ecu 1.4 to Ecu 51.83.

The Hewlett-Packard profits warning that hit Wall Street had only a modest impact on Europe's information technology sector, which dropped 0.55 per cent. SAP fell Ecu 2.6 to Ecu 469.97 and Cap Gemini slipped Ecu 0.5 to Ecu 113.27.

## Eurotop 300 Euroindex



Source: FTSE International

## THREE MONTH EURO FUTURES (LFFE) Euroindex points of 100%

	Open	Sett	Change	High	Low	Est. vol	Open int.
Jun	95.755	95.750	-0.005	95.780	95.720	12441	
Jul	95.800	95.800	0.000	95.820	95.780	182	
Aug	95.800	95.800	0.000	95.820	95.780	182	
Sep	95.795	95.800	0.005	95.810	95.785	50	5230

## THREE MONTH EURO OPTIONS (LFFE) Euroindex points of 100%

	Strike	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
CALLS									
95.000	0	0.005	0.005	0.025	0.250	0.250	0.250	0.250	0.250
95.250	0	0	0	0.375	0.375	0.375	0.375	0.375	0.375

## FTSE EUROTOP 100 INDEX FUTURES (LFFE) Ecu100 per full index point

	Open	Sett	Change	High	Low	Est. vol	Open int.
Jun	2916.0	2916.0	-7.0	2916.0	2916.0	537	61
Sep	2916.0	2916.0	-7.0	2916.0	2916.0	0	6

## EURO STYLE FTSE EUROTOP 100 INDEX OPTION (Ecu100 per full index point)

	2900	2925	2950	2975	3000	3025	3050	3075	3100
C	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
P	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Source: Bank of FT International. Subject to revision next day. All times local.

## OTHER INDICES

	May 14	May 13	May 12	High	Low	Open	Close
DJ Stoxx 50	3200.87	3201.04	3201.05	3200.80	3201.50	3200.80	3201.50
DJ Stoxx 100	3200.87	3201.04	3201.05	3200.80	3201.50	3200.80	3201.50
MSCI Europe	1215.77	1222.54	1222.53	1222.53	1222.53	1222.53	1222.53

Source: Bank of FT International. Subject to revision next day. All times local.

## FTSE EUROTOP 300

	Price	Change	High	Low	Open	Close
ALCOHOLIC BEVERAGES						
Adn-Oen	52.4	-0.1	52.4	52.3	52.4	52.3
Carlsberg	57.10	-0.1	57.10	57.0	57.10	57.0
Diageo	11.05	-0.1	11.05	11.0	11.05	11.0
Heineken	10.25	-0.1	10.25	10.2	10.25	10.2
Unilever	10.25	-0.1	10.25	10.2	10.25	10.2

## AUTOMOBILES

	Price	Change	High	Low	Open	Close
BMW	147.20	-0.2	147.20	147.0	147.20	147.0
Ford	98.40	-0.1	98.40	98.3	98.40	98.3
Renault	11.05	-0.1	11.05	11.0	11.05	11.0
Vauxhall	11.05	-0.1	11.05	11.0	11.05	11.0
Volvo	11.05	-0.1	11.05	11.0	11.05	11.0

## BANKS &amp; FINANCIAL

	Price	Change	High	Low	Open	Close
ABN-Amro	55.00	-0.1	55.00	54.9	55.00	54.9
Barclays	12.20	-0.1	12.20	12.1	12.20	12.1
BNP	12.20	-0.1	12.20	12.1	12.20	12.1
Commerzbank	12.20	-0.1	12.20	12.1	12.20	12.1
Deutsche	12.20	-0.1	12.20	12.1	12.20	12.1

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## ELECTRONIC &amp; ELECTRICAL EQUIPMENT

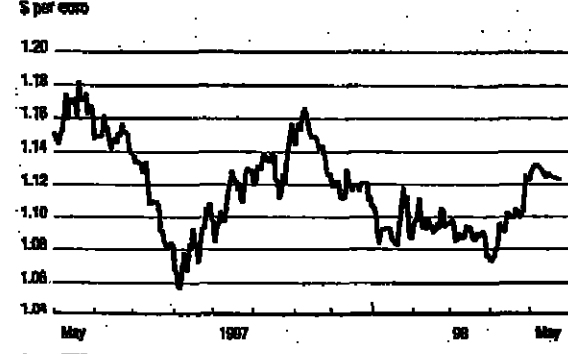
	Price	Change	High	Low	Open	Close
ABB	14.00	-0.1	14.00	13.9	14.00	13.9
Alcatel	14.00	-0.1	14.00	13.9	14.00	13.9
Ericsson	14.00	-0.1	14.00	13.9	14.00	13.9
Nokia	14.00	-0.1	14.00	13.9	14.00	13.9
Siemens	14.00	-0.1	14.00	13.9	14.00	13.9

## CURRENCIES &amp; MONEY

## FT SYNTHETIC EURO RATES

May 14	Currency	Closing bid price	Change on day	Change on week	Change on month
Europe	ATS	14.85381	-0.0010	-0.01	-0.0000
Austria	SEF	41.28374	-0.0007	-0.02	-0.0000
Belgium	BEF	36.513075	-0.0010	-0.07	-0.0000
Denmark	DKK	7.46488	-0.0013	-0.02	-0.0000
Finland	FM	5.94424	-0.0009	-0.01	-0.0010
France	FF	6.70422	-0.0010	-0.02	-0.0000
Germany	DEM	1.88888	-0.0002	-0.01	-0.0000
Greece	GRD	245.87417	-0.0004	-0.03	-0.0000
Hungary	HUF	206.35143	-0.0007	-0.04	-0.0000
Ireland	IRP	0.79413	-0.0003	-0.01	-0.0000
Italy	ITL	1070.82513	-0.0004	-0.02	-0.0000
Luxembourg	LUF	41.28374	-0.0007	-0.02	-0.0000
Netherlands	NLG	2.20369	-0.0001	-0.00	-0.0000
Norway	NOK	6.30706	-0.0003	-0.02	-0.0000
Poland	PLN	3.20449	-0.0001	-0.01	-0.0000
Portugal	PTE	204.80740	-0.0004	-0.02	-0.0000
Spain	PSP	166.35271	-0.0004	-0.02	-0.0000
Sweden	SEK	6.30706	-0.0003	-0.02	-0.0000
Switzerland	SFR	2.20369	-0.0001	-0.00	-0.0000
United Kingdom	GBP	1.88888	-0.0002	-0.01	-0.0000
USA	USD	1.88888	-0.0002	-0.01	-0.0000

## Synthetic Euro against the dollar



Source: FTSE International

# Trading subdued by concern over Asia

## GOVERNMENT BONDS

By Jeremy Grant in London and John Laube in New York

Prices ended mixed in subdued trading yesterday but investors remained concerned by an escalation of political tension in Indonesia and fears of a renewed round of Asian economic troubles.

A decision by the Bundesbank to leave interest rates unchanged and a sprinkling of comments by bank officials supporting no immediate adjustment failed to excite the market, which is looking ahead to next week's meeting of the Federal open market committee (FOMC) in the US for direction.

Traders were initially shocked by a rebound in Hong Kong's Hang Seng index, which ended with firm gains. But fresh riots in Indonesia refocused attention on bond positions over the next few days.

"I don't think you'll find people wanting to go home this weekend short on bonds. It [Asia] is going to be a theme, but not quite as big as last year because there aren't the same levels of safe-haven flows," said David Keeble, bond analyst at Credit Suisse First Boston.

Other factors unweaving the markets were lingering talk of a threat to the Hong Kong dollar's peg to the US dollar.

counterpart and worries over the poor health of the Japanese economy.

US TREASURIES were mixed at mid-day following the release of new figures on consumer prices. The benchmark 30-year Treasury bond had slipped 1/8 to 102 1/8, sending the yield up to 5.955 per cent.

In the market's shorter-term sectors, the two-year note was unchanged at 100 1/4, yielding 5.589 per cent.

Consumer prices for last month rose 0.2 per cent, while the core rate, excluding the volatile food and energy sectors, was 0.3 per cent higher.

"The headline numbers were a bit clouded by

tobacco prices, but other than that they were right on consensus," said Claude Persico, economist at Dresdner Kleinwort Benson.

UK GILTS ended down in heavy volume of 106,000 contracts traded as investors reacted to a revival in some quarters of the interest rate debate.

Higher than expected earnings data have sparked renewed concerns over inflation but analysts said recent economic data suggest a softening in the economy and that interest rates have peaked.

The questions were how far the earnings data were influenced by "one-off" bonuses and how far the

Bank of England was focusing on labour issues, in particular the debate over a minimum wage.

"I think we're still suffering the backlash from yesterday's earnings numbers and the additional uncertainty created on the rate outlook," said Kevin Adams, gilt strategist at Barclays Capital.

Nevertheless, short sterling fell to a six-week low on rate rise fears. The June 10-year future settled at 107.94, down 0.13 basis points. In the cash market, the spread over bonds widened from 98 to 102 basis points.

GERMAN BONDS scarcely budged on a Bundesbank decision to leave interest

rates unchanged but the June bond future, later settled 0.14 basis points higher at 106.89 in modest volume of 60,000 contracts.

Hans Tietmeyer, Bundesbank president, said Germany's monetary stability last year and that there was no immediate threat to this.

James Mitchell, senior strategist at Nomura, predicted a reversal of the past month's steepening of the yield curve and a return to a flattening trend.

"The long end will be more driven by events in the US and will be helped by the FOMC leaving rates unchanged and increasing tension in Asia," he said.

## Mixed fortunes for Slovenia and Slovakia

### INTERNATIONAL BONDS

By Kevin Dunn and Vincent Boland

SLOVENIA AND SLOVAKIA, two of the 10 countries from east Europe seeking entry to the European Union, launched benchmark eurobonds yesterday with sharply contrasting fortunes.

Slovenia, the highest rated of any of the former communist countries of east Europe, launched a \$500m bond, pioneering new ground for the region with the first eurobond denominated in euros. In contrast to Slovakia, it is in the first wave of five countries from the region that have already begun formal negotiations on EU entry.

The only east European country with an investment grade single A credit rating from all the leading rating agencies, Slovenia launched its bond at a yield spread of

only 57 basis points over the benchmark French government seven-year Euro bond. The issue was lead-managed by J.P. Morgan and Banque Paribas.

The spread was tightened from a planned 60 basis points because the order book was more than three times oversubscribed, said Richard Luddington, J.P. Morgan managing director and head of the emerging market debt syndicate.

The issue attracted new investors both to euro denominated bonds and to Slovenia, said Mr Luddington.

Slovakia, which lost its Baa3 investment grade rating from Moody's in March, when it was downgraded to the speculative grade Baa1, launched a multi-tranche bond in US dollars, D-Marks and yen, raising a total of around \$750m.

Nomura, the Japanese investment bank, was global

co-ordinator and lead manager, with Chase Manhattan joint lead for the US dollar notes and Commerzbank joint lead for the D-Mark tranche.

The bond fared well in the German and Japanese markets, but had difficulties appealing to US dollar investors. The five-year D-Mark tranche attracted much healthier demand than the dollar portion, raising DM\$500m at a spread of 350 basis points over Bunds with a coupon of 8 per cent.

Traders said the spread on the \$500m portion of 370 basis points over Treasuries reflected what had happened to Slovakia since it last came to the market in 1996 (through the state-guaranteed VV utility, when it was able to clear the market at a spread of 115 basis points over 10-year Treasuries).

"Slovakia is now priced wider than Turkey," although it enjoys a much

### New international bond issues

Issuer	Amount	Coupon	Price	Maturity	Face	Spread	Book-runner
INB Bank NV	500	6.0	100.875	May 1998	0.051	100.875	Paribas
Slovak Republic	500	6.0	100.875	May 2003	0.051	100.875	Paribas
Dynastech Corp	125	8.75	100.00	May 2003	0.001	100.00	CSFB
NAV Media Ltd	125	10.25	100.00	May 2003	0.001	100.00	CSFB
INB Bank NV	500	6.0	100.875	May 1998	0.051	100.875	Paribas
Slovak Republic	500	6.0	100.875	May 2003	0.051	100.875	Paribas
Dynastech Corp	125	8.75	100.00	May 2003	0.001	100.00	CSFB
NAV Media Ltd	125	10.25	100.00	May 2003	0.001	100.00	CSFB
INB Bank NV	500	6.0	100.875	May 1998	0.051	100.875	Paribas
Slovak Republic	500	6.0	100.875	May 2003	0.051	100.875	Paribas
Dynastech Corp	125	8.75	100.00	May 2003	0.001	100.00	CSFB
NAV Media Ltd	125	10.25	100.00	May 2003	0.001	100.00	CSFB
INB Bank NV	500	6.0	100.875	May 1998	0.051	100.875	Paribas
Slovak Republic	500	6.0	100.875	May 2003	0.051	100.875	Paribas
Dynastech Corp	125	8.75	100.00	May 2003	0.001	100.00	CSFB
NAV Media Ltd	125	10.25	100.00	May 2003	0.001	100.00	CSFB

### WORLD BOND PRICES

May 14	Rate	Comp	Yld	5Y	10Y	15Y	20Y	30Y	Yld	5Y	10Y	15Y	20Y	30Y
Australia	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Canada	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
France	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Germany	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Italy	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Japan	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Netherlands	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Portugal	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Spain	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Sweden	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Switzerland	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
UK	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
US	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						

### 10 YEAR BENCHMARK SPREADS

May 14	Rate	Comp	Yld	5Y	10Y	15Y	20Y	30Y	Yld	5Y	10Y	15Y	20Y	30Y
Australia	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Canada	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
France	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Germany	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Italy	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Japan	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Netherlands	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Portugal	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Spain	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Sweden	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Switzerland	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
UK	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
US	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						

### EMERGING MARKET BONDS

May 14	Rate	Comp	Yld	5Y	10Y	15Y	20Y	30Y	Yld	5Y	10Y	15Y	20Y	30Y
Australia	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Canada	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
France	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Germany	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Italy	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Japan	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Netherlands	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Portugal	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Spain	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Sweden	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Switzerland	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
UK	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
US	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						

### BOND FUTURES AND OPTIONS

May 14	Rate	Comp	Yld	5Y	10Y	15Y	20Y	30Y	Yld	5Y	10Y	15Y	20Y	30Y
Australia	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Canada	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
France	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Germany	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Italy	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Japan	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Netherlands	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Portugal	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Spain	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Sweden	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
Switzerland	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
UK	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						
US	04/00	7.00	103.000	5.00	+0.04	+0.02	+0.00	-1.57						

### UK BOND PRICES

INTERNATIONAL SPANISH 10 YEAR FUTURES (OFFER)											
	Open	Sell price	Change	High	Low	Est. vol	Open int.				
Mar	106.40	106.41	+0.11	106.40	106.30	43,926	96,885				
Apr	-	106.19	+0.17	106.23	106.15	45	872				
UK											
UK INTERNATIONAL 10 YEAR GILT FUTURES (OFFER) £100,000 1000s of 100%											
	Open	Sell price	Change	High	Low	Est. vol	Open int.				
Mar	102.70	102.69	-0.13	102.70	102.55	320	9834				
Apr	-	103.58	-0.13	103.60	103.45	0	0				
INTERNATIONAL UK GILT FUTURES (OFFER) £50,000 500s of 100%											
	Open	Sell price	Change	High	Low	Est. vol	Open int.				
Mar	106.19	107.94	-0.13	106.20	107.79	197706	218650				
Apr	106.19	106.13	-0.11	106.27	106.13	175	826				
US											
US LONG GILT FUTURES (OFFERS) \$50,000 500s of 100%											
	GILLS			FUTS							
	Jul	Aug	Sep	Jul	Aug	Sep					
04/00	0.78	1.00	1.33	0.85	0.68	1.07					
05/00	0.56	0.78	0.95	0.91	1.15	1.33					
06/00	0.34	0.59	0.78	1.23	1.48	1.63					
US 10YR, 100,000, Gills 50 Pcs 400, Futures 500s 1000s, Gills 2000 Pcs 400											
US											
US TREASURY 10 YEAR FUTURES (COT) \$100,000 500s of 100%											
	Open	Limit	Change	High	Low	Est. vol	Open int.				
Mar	126-12	126-04	-0-07	126-10	126-20	482,400	997,822				
Apr	126-04	119-29	-0-08	126-05	119-34	12,538	102,006				
May	119-25	115-19	-0-06	119-25	119-18	2,803	40,739				
Japan											
INTERNATIONAL LONG TERM JAPANESE GOVT. BONDS FUTURES (OFFER) ¥100,000 1000s of 100%											
	Open	Close	Change	High	Low	Est. vol	Open int.				
Mar	132.58	132.63	-	132.62	132.52	26915	946				
Apr	132.58	132.49	-	132.57	132.31	1376	946				
US: Futures include any traded on APF, All Open Interest bids, only for previous day.											



## CURRENCIES &amp; MONEY

## Asian currencies buck "new crisis"

## MARKETS REPORT

By Simon Kuper

The riots and plundering in Jakarta yesterday enthralled the foreign exchange market, but did little new damage to Asian currencies.

The apparent return of the "Asian crisis" recently has hurt the yen and sent the Australian and New Zealand dollars to multi-year lows against the US dollar. However, Asian currencies have been suffering more from fear that China and Hong Kong might default than from the problems of the Asian crisis, according to Richard Gray, emerging markets analyst at Bank of America in London. If China were to default, currency strategists say various countries in the region would follow suit. By contrast, Indonesia is a far less significant economy. Yesterday Asian markets held relatively steady, largely thanks to greater calm over China.

The Federal Reserve was said to have called a crisis meeting of creditor banks of Indonesia, hoping to persuade them not to call in their debts at once.

The market is now waiting to hear whether President Suharto of Indonesia will step down. He has been quoted in local newspapers as saying: "If I'm no longer trusted (to be president) I'll become a sage, and become closer to God." That briefly helped the rupiah, because the market feels the rest of the world would probably rally behind a new government. But others denied that Mr Suharto would go. By late US trading yesterday the rupiah had risen to Rp10,500 against the dollar, Rp700 above its

Wednesday levels.

The Australian dollar and yen were barely changed at \$0.627 and ¥124.1 respectively against the US dollar.

The growing pressure on emerging markets forced South Africa to raise its repo rate by 15 basis points to 14.98 per cent in order to defend the rand.

The pound lost more than 2 pips in the morning against the dollar, only to make them up later. In late US trading it was at DM2.904, almost unchanged from Wednesday. Meanwhile short sterling futures contracts slumped for the second day running, to reflect higher prospects for interest rates. The March 1999 contract lost 6 basis points. These markets are lively.

The pound had been falling for 6 weeks, on the view that the UK economy has slowed down while Germany speeds up and European monetary union appears a

done deal. Now, however,

the currency may be stabilising thanks to hints of inflation. The Bank of England's inflation report on Wednesday suggested that prices were not much of a problem. But that same day earnings data rose sharply, while the Bank itself warned that the pound's plunge since the report was written could also boost prices. The money

market is now all but pricing in another base rate rise. With UK rates still about 4 per cent above Germany's, and the pound 21 pips below its peak, investors have become more hesitant about selling sterling.

Last year's rise of the dollar helped the Bundesbank to report a record profit of DM2.4bn yesterday. The bank revalued its dollar holdings from DM1.3520 to DM1.3595. Most of the profit will be spent on repaying government debt.

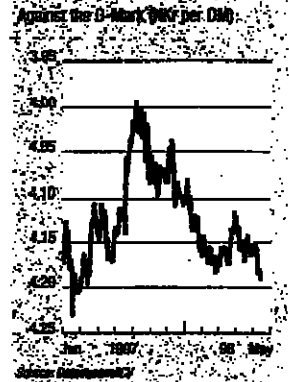
The Canadian dollar is now just 2 cents above its lowest level since 1988. It fell

on Wednesday when the

Bank of Canada suggested that interest rates would remain on hold for six months, and yesterday when core April consumer prices rose just 1.2 per cent on the year, near the bottom of the bank's target range of 1 to 3 per cent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.



done deal. Now, however, the currency may be stabilising thanks to hints of inflation. The Bank of England's inflation report on Wednesday suggested that prices were not much of a problem. But that same day earnings data rose sharply, while the Bank itself warned that the pound's plunge since the report was written could also boost prices. The money

market is now all but pricing in another base rate rise. With UK rates still about 4 per cent above Germany's, and the pound 21 pips below its peak, investors have become more hesitant about selling sterling.

Last year's rise of the dollar helped the Bundesbank to report a record profit of DM2.4bn yesterday. The bank revalued its dollar holdings from DM1.3520 to DM1.3595. Most of the profit will be spent on repaying government debt.

The Canadian dollar is now just 2 cents above its lowest level since 1988. It fell

on Wednesday when the Bank of Canada suggested that interest rates would remain on hold for six months, and yesterday when core April consumer prices rose just 1.2 per cent on the year, near the bottom of the bank's target range of 1 to 3 per cent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

The currency closed half a cent down yesterday at C\$1.445 to the US dollar. David Abramson, managing editor of the Bank Credit Analyst Currency Service in Montreal, said the drop through C\$1.440 meant that the next target was the record low below \$1.46.

Mr Abramson said the currency's problems were structural. "There's no inflation, and I can give you a whole list of economic indicators whose growth rate seems to have peaked: gross domestic product, retail sales, car sales, housing starts." Canada's three-month euro rate is about 70 basis points below its US equivalent.

## WORLD INTEREST RATES

## MONEY RATES

May 14	Over night	One month	Three months	Six months	One year	Local	Rate	Repo
Belgium	3%	3%	3%	3%	3%	6.00	2.75	-
France	3%	3%	3%	3%	3%	4.00	3.50	3.50
Germany	3%	3%	3%	3%	3%	4.00	2.50	3.50
Italy	5%	5%	5%	5%	5%	6.50	5.00	5.00
Netherlands	3%	3%	3%	3%	3%	2.75	3.50	-
Sweden	1%	1%	1%	1%	1%	1.00	-	-
Switzerland	3%	3%	3%	3%	3%	4.00	-	-
US	5%	5%	5%	5%	5%	-	-	-
Japan	5%	5%	5%	5%	5%	-	-	-

May 14	Over night	One month	Three months	Six months	One year	Local	Rate	Repo
US Dollar Cds	5.44	5.47	5.53	5.61	-	-	-	-
US Dollar Tds	5.44	5.47	5.53	5.61	-	-	-	-
US Dollar Fds	5.44	5.47	5.53	5.61	-	-	-	-

London interbank money rate (LIBOR) is the US dollar rate, based at 11am. All rates are quoted for the domestic money market. US dollar rates are based on the US dollar rate.

## EURO CURRENCY INTEREST RATES

May 14	Over night	One month	Three months	Six months	One year	Local	Rate	Repo
Belgium Franc	3%	3%	3%	3%	3%	6.00	2.75	-
French Franc	3%	3%	3%	3%	3%	4.00	3.50	3.50
German Mark	3%	3%	3%	3%	3%	4.00	2.50	3.50
Italian Lira	5%	5%	5%	5%	5%	6.50	5.00	5.00
Netherlands Guilder	3%	3%	3%	3%	3%	2.75	3.50	-
Spanish Peseta	3%	3%	3%	3%	3%	4.00	3.50	3.50
Swiss Franc	3%	3%	3%	3%	3%	4.00	3.50	3.50
UK Pound	5%	5%	5%	5%	5%	6.50	5.00	5.00

Short term rates are quoted for the US dollar and the euro. All rates are quoted for the domestic money market.

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

May 14	Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun	95.34	95.34	-0.01	95.35	95.34	15,777	95.72
Jul	95.16	95.16	-0.01	95.17	95.15	4,521	95.75

## THREE MONTH EURO CURRENCY FUTURES (LFFE) 100,000 points of 100%

Est. vol. total Calls 3104 Putz 3800. Previous day's open int. Calls 321808 Putz 282588
---

## COMMODITIES &amp; AGRICULTURE

## Further gold supply jump seen as unlikely

By Kenneth Gooding, Mining Correspondent

The big increase in gold supply in 1997, which pushed the US dollar price down to its lowest for 25 years, adjusting for inflation, is unlikely to be repeated this year, according to the Gold Fields Mineral Services consultancy.

Supply from central bank sales, producer hedging and selling by specialising investment funds more than doubled last year to 1,179 tonnes, said GFMS in its latest annual gold market survey. This helped take total supply to a record 4,254 tonnes.

Meanwhile, demand in east Asia was hit by the economic crisis in the second

half of 1997 and the price had to fall very steeply in order to stimulate sufficient physical off-take, primarily in other parts of Asia, to balance the market," said Stewart Murray, managing director of GFMS.

The low price encouraged jewellery makers to use record amounts of gold - 3,328 tonnes against 2,837 in 1996 - as well as causing a jump in purchases of gold bars to levels not seen since the late 1980s.

Last year, central bank net sales contributed 406 tonnes to supply, up from 275 tonnes in 1996 but below the record 622 tonnes in 1992. Mr Murray said central banks would continue selling this year.

Hedging by producers had

**World gold supply and demand**

Year	Supply	Demand	Balance
1996	3,837	3,837	0
1997	4,254	3,837	417
1998	4,254	3,837	417
1999	4,254	3,837	417

**Gold supply by source**

Source	1996	1997	1998	1999
Central bank sales	275	406	275	275
Producer hedging	1,179	1,179	1,179	1,179
Specialising investment funds	1,179	1,179	1,179	1,179
Total	2,553	2,594	2,594	2,594

**Gold demand by sector**

Sector	1996	1997	1998	1999
Jewellery	3,328	3,328	3,328	3,328
Investment	417	417	417	417
Total	3,837	3,837	3,837	3,837

2,357 tonnes, was likely to fall in 1998, he suggested.

As for demand, although the worst of gold scrap disposal in east Asia was over, the full impact of the economic crisis in the region was still to be felt.

The Middle East relied on oil for its wealth and present low oil prices would hit demand in that region.

Another year of booming equity markets would also be bad for the gold price.

After 21 years producing the gold industry's statistical "bible," GFMS is to become an independent organisation, owned by its managers, Mr Murray announced. The present shareholder, GFSA, the South African group, will relinquish control next year.

Alan Wright, chairman, said many of the companies and individuals that supplied GFMS with confidential information had become worried about rapid ownership changes in the South African gold mining industry. "It was brought home to them that anyone might end up owning GFMS."

An independent GFMS could sell its long-term gold price forecasts to other companies, said Mr Wright. GFSA had not been able to do this because of its close relationship with the South African group.

Gold 1998, from GFMS, Greenleaf House, 100, Strand, London WC2R 0JH, UK, or [www.gfms.co.uk/gfms.htm](http://www.gfms.co.uk/gfms.htm), £250 or US\$190.

## Concern over Indonesia lifts coffee

## MARKETS REPORT

By Gary Mead, Kenneth Gooding and Robert Carraway

Concern over possible disruption to Indonesia's robusta coffee exports pushed coffee futures 5.4 per cent higher on the London International Financial Futures Exchange yesterday.

The July contract finished the morning session \$41 higher at \$1.515 a tonne, though volumes were still relatively low, at 2,306 lots.

However, the afternoon's business was much more active, with another 4,694 lots changing hands, and the July contract ended the day at \$1,980, up more than \$106 from the previous close.

In addition to the nerves over Indonesian supply, trade buyers - who dominated yesterday's business - are anxious that drought might affect supply from Vietnam, the world's other big robusta producer.

The Association of Coffee Producing Countries meets in London next week, where the Indonesian situation will be under discussion, as will the ACP's export quota system.

The broker E&F Man yesterday revised its forecast for the global coffee deficit for 1998-99, increasing it to 200,000 tonnes from an earlier projection of 100,000 tonnes to 150,000 tonnes, because of low rainfall in Brazil, Ecuador and West Africa, which it said was affecting production.

On the July contract, the price moved 26 cents higher, to \$1.515. Volume was higher than in recent days, at a total of 4,999 lots.

On the London Metal Exchange the price of the for delivery in three months increased by \$30 a tonne, or nearly 1.5 per cent, to \$5,780.

helped by optimistic sentiment at Metal Bulletin's annual tin conference in Phuket, Thailand.

Martin Squires, analyst at Rudolf Wolff, told the conference he expected the price to reach \$6,300 to \$6,500 in the next three months. Then China was likely to increase exports from its strategic stocks. For 1998 as a whole, Wolff is forecasting an average tin price of \$6,500, a tonne, compared with \$5,588 in the first four months.

Neil Banks, the LMP's director of operations, announced that the exchange had budgeted \$2.5m for an electronic metal warrant storage system, called SWORD, which would be introduced, metal by metal, from April next year.

The London oil market was characterised by generally thin but volatile trading yesterday as the bellwether futures contract expired.

Brent Blend for June delivery was quoted at \$14.51 a barrel in late trading on the International Petroleum Exchange, up 23 cents on Wednesday's close.

However, the July contract, which replaces it today, was quoted at \$14.56 a barrel, up only 10 cents on Wednesday's close.

Conflicting factors have affected crude prices over the past week. There has been a series of reports from the Organisation of Arab Petroleum Exporting Countries suggesting that leading exporters are prepared to make additional cuts in order to drive prices higher.

However, the positive factors have been offset by suggestions that any cuts in production will only materialise at next month's meeting of the Organisation of Petroleum Exporting Countries.

## Tobacco protest in Zimbabwe

By Tony Hawkins in Harare

Hundreds of Zimbabwe's tobacco growers are expected to call for measures to offset the effects of low prices at a protest at Harare's main tobacco auction floor today.

The growers argue that current prices are below their break-even point and say the 44 per cent slump in prices this season cannot be explained by supply and demand alone. They maintain that much of the fall has been caused by merchants exploiting the current situation.

In recent days the president of the Zimbabwe Tobacco Association has called on the government to drop a 5 per cent turnover tax on tobacco sales, to allow duty-free imports of capital equipment, and to consider closing the auction floors should prices fail to improve.

Prices have been particularly affected by the Asian crisis, a 13 per cent rise in

output last year, large stocks in the hands of manufacturers and the heavy burden of health settlement costs on US manufacturers.

So far this year, 15 per cent of the crop, estimated at some 205m kg, has been sold. The price currently averages 127 cents a kg, compared with 225 cents at a similar stage last year. Growers say their break-even level is around 180 cents a kg.

Buyers say prices should pick up when the better quality tobacco leaf comes to auction over the next two months, but if prices fail to respond, the growing industry faces a severe shake-out.

Tobacco is Zimbabwe's leading export, accounting for more than a quarter of export earnings.

At the start of the season, the industry was hoping to earn at least 200 cents a kg or \$410m. However, present indications suggest that gross earnings will be down to \$320m and exports, after allowing for value-added, to \$400m from \$550m in 1997.

## Mitsubishi joins Mozal project

By Kenneth Gooding, Mining Correspondent

Mitsubishi Corporation, the Japanese trading group, yesterday emerged as the third partner in the Mozal aluminium project in Mozambique, as Billiton, the London-listed mining company that is its leading shareholder, gave the go-ahead for the \$1.17bn smelter.

Billiton said construction had already begun on the 250,000 tonnes a year smelter, located near the deep water port of Maputo.

It added that the first aluminium would be produced early in 2001 and that the smelter should be operating at full capacity six months later.

Dave Munro, a Billiton executive director, said the smelter would be doubled in size when market conditions permitted. Global aluminium demand, 21m tonnes last year, was growing at 2.4 per cent a year, he suggested, leaving room for an additional 500,000 tonnes of new production capacity.

Mozal will be the single biggest project investment made in Mozambique and



Participants launch the Mozal project, the largest single investment ever in Mozambique

the largest investment world-wide in fiscal 1997 for the International Finance Corporation, the private financing arm of the World Bank that is providing some of the \$220m of debt finance.

Billiton will be the biggest equity investor in the project, contributing 49 per cent, or \$584m. Mitsubishi will hold 25 per cent for \$310m, and the South African government-owned Industrial Development Corporation (IDC), 24 per cent for \$285m.

The government of Mozambique will have the remaining 4 per cent, for a contribution of \$20m.

All the partners, except the government, will be entitled to buy a percentage of the smelter's output equivalent to their shareholdings.

The smelter will add 10 per cent to Billiton's aluminium production capacity, which was boosted to 1m tonnes a year by the 1996 completion, of the \$1.6bn Tlokweng smelter in Richards Bay, South Africa. Mr Munro said the group also hoped to win the international tender for Venezuela's state-owned aluminium business.

Billiton has a 10-year contract to supply Mozal's alumina, the raw material for

aluminium, from Australia. It is also negotiating to supply the 10,500 tonnes of alumina required for the construction and to trade the IDC's share of the output.

Mozal has negotiated a "favourable" contract until 2025 with Eskom, the South African power supplier.

On the life of the project, the smelter is expected to break even on a cash basis at aluminium prices between \$750 and \$800 a tonne, compared with yesterday's \$1,375 on the London Metal Exchange. It will pay tax of only 1 per cent of turnover for the life of the project.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Associated Metal Trading)

(All aluminium, only purity 99.99%)

Commodity	Unit	Price
Copper	3 months	1,345.40
Aluminium	3 months	1,352.50
Lead	3 months	1,352.50
Steel	3 months	1,352.50

Commodity	Unit	Price
Gold	1000 troy oz	278,850
Silver	1000 troy oz	4,100

Commodity	Unit	Price
Platinum	1000 troy oz	1,250.00
Palladium	1000 troy oz	1,250.00

Commodity	Unit	Price
Nickel	1000 troy oz	1,250.00
Cobalt	1000 troy oz	1,250.00

Commodity	Unit	Price
Iron ore	1000 troy oz	1,250.00
Coal	1000 troy oz	1,250.00

Commodity	Unit	Price
Oil	1000 troy oz	1,250.00
Natural gas	1000 troy oz	1,250.00

Commodity	Unit	Price
Wheat	1000 troy oz	1,250.00
Corn	1000 troy oz	1,250.00

Commodity	Unit	Price
Soybeans	1000 troy oz	1,250.00
Beans	1000 troy oz	1,250.00

Commodity	Unit	Price
Wool	1000 troy oz	1,250.00
Leather	1000 troy oz	1,250.00

Commodity	Unit	Price
Rubber	1000 troy oz	1,250.00
Latex	1000 troy oz	1,250.00

Commodity	Unit	Price
Tea	1000 troy oz	1,250.00
Coffee	1000 troy oz	1,250.00

Commodity	Unit	Price
Sugar	1000 troy oz	1,250.00
Cocoa	1000 troy oz	1,250.00

Commodity	Unit	Price
Spices	1000 troy oz	1,250.00
Herbs	1000 troy oz	1,250.00

Commodity	Unit	Price
Flowers	1000 troy oz	1,250.00
Seeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

Commodity	Unit	Price
Grains	1000 troy oz	1,250.00
Oilseeds	1000 troy oz	1,250.00

## PRECIOUS METALS CONTINUED

## GOLD COMEX (







**FT MANAGED FUNDS SERVICE**

© ET Cycling Unit. Terms and conditions apply. Call the ET Cycling Help Desk on 1-800-873-4378 for more details.

[illegible]

٥٧١٠٥٥



**FT MANAGED FUNDS SERVICE**

### Offshore Insurances and Other Funds

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (1-44 171) 573 4376 for more details.

### Professional Investment Consultants

Advisors to investors in the UK and overseas. The following are members of the Association of Professional Investment Consultants (APIC) and are authorised to provide investment advice to clients in the UK and overseas.

**APIC Members:**

- Advisors to investors in the UK and overseas.
- The following are members of the Association of Professional Investment Consultants (APIC) and are authorised to provide investment advice to clients in the UK and overseas.

### Other Offshore Funds

The following are other offshore funds available to investors in the UK and overseas.

**Other Offshore Funds:**

- Advisors to investors in the UK and overseas.
- The following are other offshore funds available to investors in the UK and overseas.

### Other Offshore Funds

The following are other offshore funds available to investors in the UK and overseas.

**Other Offshore Funds:**

- Advisors to investors in the UK and overseas.
- The following are other offshore funds available to investors in the UK and overseas.

**Birmingham  
welcomes  
the G8 delegates  
for world talks.**

(Afterwards, the world will  
be talking about us.)

**the icc**  
birmingham



★

[illegible]

PE	NAME	NO.	SEX	AGE	HT.	WT.	HAIR	EYES	SKIN	COMPLEXION	RELIGION	EDUCATION	DEGREE	MAJOR	MINOR	TEST SCORE	GRADE	REMARKS
1	Adams, John	100	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
2	Adams, John	101	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
3	Adams, John	102	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
4	Adams, John	103	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
5	Adams, John	104	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
6	Adams, John	105	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
7	Adams, John	106	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
8	Adams, John	107	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
9	Adams, John	108	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
10	Adams, John	109	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
11	Adams, John	110	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
12	Adams, John	111	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
13	Adams, John	112	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
14	Adams, John	113	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
15	Adams, John	114	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
16	Adams, John	115	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
17	Adams, John	116	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
18	Adams, John	117	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
19	Adams, John	118	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
20	Adams, John	119	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
21	Adams, John	120	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
22	Adams, John	121	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
23	Adams, John	122	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
24	Adams, John	123	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
25	Adams, John	124	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
26	Adams, John	125	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
27	Adams, John	126	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
28	Adams, John	127	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
29	Adams, John	128	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
30	Adams, John	129	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
31	Adams, John	130	M	20	5'10"	160	B	B	F	F	C	B.S.	B.S.	Chemical Eng.		75	2.3	
32	Adams, John																	
33	Adams, John																	
34	Adams, John																	
35	Adams, John																	
36	Adams, John																	
37	Adams, John																	
38	Adams, John																	
39	Adams, John																	
40	Adams, John																	
41	Adams, John																	
42	Adams, John																	
43	Adams, John																	
44	Adams, John																	
45	Adams, John																	
46	Adams, John																	
47	Adams, John																	
48	Adams, John																	
49	Adams, John																	
50	Adams, John																	
51	Adams, John																	
52	Adams, John																	
53	Adams, John																	
54	Adams, John																	
55	Adams, John																	
56	Adams, John																	
57	Adams, John																	
58	Adams, John																	
59	Adams, John																	
60	Adams, John																	
61	Adams, John																	
62	Adams, John																	
63	Adams, John																	
64	Adams, John																	
65	Adams, John																	
66	Adams, John																	
67	Adams, John																	
68	Adams, John																	
69	Adams, John																	
70	Adams, John																	
71	Adams, John																	
72	Adams, John																	
73	Adams, John																	
74	Adams, John																	
75	Adams, John																	
76	Adams, John																	
77	Adams, John																	
78	Adams, John																	
79	Adams, John																	
80	Adams, John																	
81	Adams, John																	
82	Adams, John																	
83	Adams, John																	
84	Adams, John																	
85	Adams, John																	
86	Adams, John																	
87	Adams, John																	
88	Adams, John																	
89	Adams, John																	
90	Adams, John																	
91	Adams, John																	
92	Adams, John																	
93	Adams, John																	
94	Adams, John																	
95	Adams, John																	
96	Adams, John																	
97	Adams, John																	
98	Adams, John																	
99	Adams, John																	
100	Adams, John																	
101	Adams, John																	
102	Adams, John																	
103	Adams, John																	
104	Adams, John																	
105	Adams, John																	
106	Adams, John																	
107	Adams, John																	
108	Adams, John																	
109	Adams, John																	
110	Adams, John																	
111	Adams, John																	
112	Adams, John																	
113	Adams, John																	
114	Adams, John																	
115	Adams, John																	
116	Adams, John																	
117	Adams, John																	
118	Adams, John																	
119	Adams, John																	
120	Adams, John																	
121	Adams, John																	
122	Adams, John																	
123	Adams, John																	
124	Adams, John																	
125	Adams, John																	
126	Adams, John																	

[illegible]

	Notes	Price	52 week	High	Low	Volume	TR
			High	Low		1000s	48
PE	Agropur	100	100	100	100	100	100
117	Al	100	100	100	100	100	100
118	Alcoa	100	100	100	100	100	100
119	Alcoa Ind	100	100	100	100	100	100
120	Alcoa Ind	100	100	100	100	100	100
121	Alcoa Ind	100	100	100	100	100	100
122	Alcoa Ind	100	100	100	100	100	100
123	Alcoa Ind	100	100	100	100	100	100
124	Alcoa Ind	100	100	100	100	100	100
125	Alcoa Ind	100	100	100	100	100	100
126	Alcoa Ind	100	100	100	100	100	100
127	Alcoa Ind	100	100	100	100	100	100
128	Alcoa Ind	100	100	100	100	100	100
129	Alcoa Ind	100	100	100	100	100	100
130	Alcoa Ind	100	100	100	100	100	100
131	Alcoa Ind	100	100	100	100	100	100
132	Alcoa Ind	100	100	100	100	100	100
133	Alcoa Ind	100	100	100	100	100	100
134	Alcoa Ind	100	100	100	100	100	100
135	Alcoa Ind	100	100	100	100	100	100
136	Alcoa Ind	100	100	100	100	100	100
137	Alcoa Ind	100	100	100	100	100	100
138	Alcoa Ind	100	100	100	100	100	100
139	Alcoa Ind	100	100	100	100	100	100
140	Alcoa Ind	100	100	100	100	100	100
141	Alcoa Ind	100	100	100	100	100	100
142	Alcoa Ind	100	100	100	100	100	100
143	Alcoa Ind	100	100	100	100	100	100
144	Alcoa Ind	100	100	100	100	100	100
145	Alcoa Ind	100	100	100	100	100	100
146	Alcoa Ind	100	100	100	100	100	100
147	Alcoa Ind	100	100	100	100	100	100
148	Alcoa Ind	100	100	100	100	100	100
149	Alcoa Ind	100	100	100	100	100	100
150	Alcoa Ind	100	100	100	100	100	100
151	Alcoa Ind	100	100	100	100	100	100
152	Alcoa Ind	100	100	100	100	100	100
153	Alcoa Ind	100	100	100	100	100	100
154	Alcoa Ind	100	100	100	100	100	100
155	Alcoa Ind	100	100	100	100	100	100
156	Alcoa Ind	100	100	100	100	100	100
157	Alcoa Ind	100	100	100	100	100	100
158	Alcoa Ind	100	100	100	100	100	100
159	Alcoa Ind	100	100	100	100	100	100
160	Alcoa Ind	100	100	100	100	100	100
161	Alcoa Ind	100	100	100	100	100	100
162	Alcoa Ind	100	100	100	100	100	100
163	Alcoa Ind	100	100	100	100	100	100
164	Alcoa Ind	100	100	100	100	100	100
165	Alcoa Ind	100	100	100	100	100	100
166	Alcoa Ind	100	100	100	100	100	100
167	Alcoa Ind	100	100	100	100	100	100
168	Alcoa Ind	100	100	100	100	100	100
169	Alcoa Ind	100	100	100	100	100	100
170	Alcoa Ind	100	100	100	100	100	100
171	Alcoa Ind	100	100	100	100	100	100
172	Alcoa Ind	100	100	100	100	100	100
173	Alcoa Ind	100	100	100	100	100	100
174	Alcoa Ind	100	100	100	100	100	100
175	Alcoa Ind	100	100	100	100	100	100
176	Alcoa Ind	100	100	100	100	100	100
177	Alcoa Ind	100	100	100	100	100	100
178	Alcoa Ind	100	100	100	100	100	100
179	Alcoa Ind	100	100	100	100	100	100
180	Alcoa Ind	100	100	100	100	100	100
181	Alcoa Ind	100	100	100	100	100	100
182	Alcoa Ind	100	100	100	100	100	100
183	Alcoa Ind	100	100	100	100	100	100
184	Alcoa Ind	100	100	100	100	100	100
185	Alcoa Ind	100	100	100	100	100	100
186	Alcoa Ind	100	100	100	100	100	100
187	Alcoa Ind	100	100	100	100	100	100
188	Alcoa Ind	100	100	100	100	100	100
189	Alcoa Ind	100	100	100	100	100	100
190	Alcoa Ind	100	100	100	100	100	100
191	Alcoa Ind	100	100	100	100	100	100
192	Alcoa Ind	100	100	100	100	100	100
193	Alcoa Ind	100	100	100	100	100	100
194	Alcoa Ind	100	100	100	100	100	100
195	Alcoa Ind	100	100	100	100	100	100
196	Alcoa Ind	100	100	100	100	100	100
197	Alcoa Ind	100	100	100	100	100	100
198	Alcoa Ind	100	100	100	100	100	100
199	Alcoa Ind	100	100	100	100	100	100
200	Alcoa Ind	100	100	100	100	100	100
201	Alcoa Ind	100	100	100	100	100	100
202	Alcoa Ind	100	100	100	100	100	100
203	Alcoa Ind	100	100	100	100	100	100
204	Alcoa Ind	100	100	100	100	100	100
205	Alcoa Ind	100	100	100	100	100	100
206	Alcoa Ind	100	100	100	100	100	100
207	Alcoa Ind	100	100	100	100	100	100
208	Alcoa Ind	100	100	100	100	100	100
209	Alcoa Ind	100	100	100	100	100	100
210	Alcoa Ind	100	100	100	100	100	100
211	Alcoa Ind	100	100	100	100	100	100
212	Alcoa Ind	100	100	100	100	100	100
213	Alcoa Ind	100	100	100	100	100	100
214	Alcoa Ind	100	100	100	100	100	100
215	Alcoa Ind	100	100	100	100	100	100
216	Alcoa Ind	100	100	100	100	100	100
217	Alcoa Ind	100	100	100	100	100	100
218	Alcoa Ind	100	100	100	100	100	100
219	Alcoa Ind	100	100	100	100	100	100
220	Alcoa Ind	100	100	100	100	100	100
221	Alcoa Ind	100	100	100	100	100	100
222	Alcoa Ind	100	100	100	100	100	100
223	Alcoa Ind	100	100	100	100	100	100
224	Alcoa Ind	100	100	100	100	100	100
225	Alcoa Ind	100	100	100	100	100	100
226	Alcoa Ind	100	100	100	100	100	100
227	Alcoa Ind	100	100	100	100	100	100
228	Alcoa Ind	100	100	100	100	100	100
229	Alcoa Ind	100	100	100	100	100	100
230	Alcoa Ind	100	100	100	100	100	100
231	Alcoa Ind	100	100	100	100	100	100
232	Alcoa Ind	100	100	100	100	100	100
233	Alcoa Ind	100	100	100	100	100	100
234	Alcoa Ind	100	100	100	100	100	100
235	Alcoa Ind	100	100	100	100	100	100
236	Alcoa Ind	100	100	100	100	100	100
237	Alcoa Ind	100	100	100	100	100	100
238	Alcoa Ind	100	100	100	100	100	100
239	Alcoa Ind	100	100	100	100	100	100
240	Alcoa Ind	100	100	100	100	100	100
241	Alcoa Ind	100	100	100	100	100	100
242	Alcoa Ind	100	100	100	100	100	100
243	Alcoa Ind	100	100	100	100	100	100
244	Alcoa Ind	100	100	100	100	100	100
245	Alcoa Ind	100	100	100	100	100	100
246	Alcoa Ind	100	100	100	100	100	100
247	Alcoa Ind	100	100	100	100	100	100
248	Alcoa Ind	100	100	100	100	100	100
249	Alcoa Ind	100	100	100	100	100	100
250	Alcoa Ind	100	100	100	100	100	100
251	Alcoa Ind	100	100	100	100	100	100
252	Alcoa Ind	100	100	100	100	100	100
253	Alcoa Ind	100	100	100	100	100	100
254	Alcoa Ind	100	100	100	100	100	100
255	Alcoa Ind	100	100	100	100	100	100
256	Alcoa Ind	100	100	100	100	100	100
257	Alcoa Ind	100	100	100	100	100	100
258	Alcoa Ind	100	100	100	100	100	100
259	Alcoa Ind	100	100	100	100	100	100
260	Alcoa Ind	100	100	100	100	100	100
261	Alcoa Ind	100	100	100	100	100	100
262	Alcoa Ind	100	100	100	100	100	100
263	Alcoa Ind	100	100	100	100	100	100
264	Alcoa Ind	100	100	100	100	100	100
265	Alcoa Ind	100	100	100	100	100	100
266	Alcoa Ind	100	100	100	100	100	100
267	Alcoa Ind	100	100	100	100	100	100
268	Alcoa Ind	100	100	100	100	100	100
269	Alcoa Ind	100	100	100	100	100	100
270	Alcoa Ind	100	100	100	100	100	100
271	Alcoa Ind	100	100	100	100	100	100
272	Alcoa Ind	100	100	100	100	100	100
273	Alcoa Ind	100	100	100	100	100	100
274	Alcoa Ind	100	100	100	100	100	100
275	Alcoa Ind	100	100	100	100	100	100
276	Alcoa Ind	100	100	100	100	100	100
277	Alcoa Ind	100	100	100	100	100	100
278	Alcoa Ind	100	100	100	100	100	100
279	Alcoa Ind	100	100	100	100	100	100
280	Alcoa Ind	100	100	100	100	100	100
281	Alcoa Ind	100	100	100	100	100	100
282	Alcoa Ind	100	100	100	100	100	100
283	Alcoa Ind	100	100	100	100	100	100
284	Alcoa Ind	100	100	100	100	100	100
285	Alcoa Ind	100	100	100	100	100	100
286	Alcoa Ind	100	100	100	100	100	100
287	Alcoa Ind	100	100	100	100	100	100
288	Alcoa Ind	100	100	100	100	100	100
289	Alcoa Ind	100	100	100	100	100	100
290	Alcoa Ind	100	100	100	100	100	100
291	Alcoa Ind	100	100	100	100	100	100
292	Alcoa Ind	100	100	100	100	100	100
293	Alcoa Ind	100	100	100	100	100	100
294	Alcoa Ind	100	100	100	100	100	100
295	Alcoa Ind	100	100	100	100	100	100
296	Alcoa Ind	100	100	100	10		

Rank	Name	Score
1	John Doe	95
2	Jane Smith	92
3	Robert Johnson	88
4	Emily White	85
5	Michael Brown	82
6	Sarah Davis	79
7	David Wilson	76
8	Olivia Taylor	73
9	James Anderson	70
10	Maria Garcia	67
11	Christopher Lee	64
12	Amanda Clark	61
13	Daniel Miller	58
14	Stephanie Hall	55
15	Kevin King	52
16	Nicole Green	49
17	Brandon Scott	46
18	Michelle Adams	43
19	Gregory Baker	40
20	Heather Evans	37
21	Anthony Harris	34
22	Victoria Long	31
23	Jonathan Young	28
24	Isabella King	25
25	Benjamin Wright	22
26	Madeline Green	19
27	Samuel Adams	16
28	Chloe Baker	13
29	Lucas Evans	10
30	Grace Harris	7
31	Henry Long	4
32	Abigail Young	1

[illegible]

ISSUED BY CHARLES SCHWAB EUROPE WHICH IS A MEMBER FIRM OF THE LONDON STOCK EXCHANGE AND LIFFE,  
AN INLAND REVENUE APPROVED PLAN MANAGER AND REGULATED BY THE SECURITIES AND FUTURES AUTHORITY.  
THE INVESTMENT SERVICES REFERRED TO IN THIS ADVERTISEMENT MAY NOT BE SUITABLE FOR ALL RECIPIENTS. IF YOU  
NEED ADVICE, YOU SHOULD CONSULT AN APPROPRIATE FINANCIAL ADVISER.

هنا من الأصل







## LONDON STOCK EXCHANGE

## Leaders finish lower but well above their worst

## MARKET REPORT

By Steve Thompson, UK Stock Market Editor

A big tussle between the market's bulls and bears lasting most of the morning saw the latter emerge on top yesterday, with early weakness on Wall Street adding to the market's unease.

The US reacted to the Hewlett-Packard profit warning and core inflation higher than the consensus estimate. At its worst in London trading hours the Dow Jones Industrial Average was off nearly 100 points.

But the bears in London only got their way with the leaders: the market's second and third-line stocks, represented by the FTSE 250 and SmallCap indices, maintained their progress to hit record intra-day and closing highs.

The FTSE 250 took a determined run at the 5,900 level but then faltered. Nevertheless, the index settled 6.7 ahead at a record intraday high of 5,956.6, its fifth straight advance.

The performance of the FTSE SmallCap was just as impressive, with the index registering its twelfth consecutive gain. It finished 5.5 up at a record closing high of 2,749.2, having hit a peak of 2,749.5.

The overpowering influence of the FTSE 100 constituents left the FTSE All-Share index 7.5 lower at 2,819.2. The FTSE 100, meanwhile, closed an erratic trading session 24.4 lower at 5,948.5, having dropped to a session low of 5,896.6 at its worst, minutes after Wall Street opened.

Leading stocks managed to make modest progress at the outset, with the bulls pointing to Wall Street's rise on Wednesday, which saw

the Dow move up more than 50 points to its first close above the 9,200 level. But news of more rioting in Indonesia and worries about interest rates both in the UK and in the US continued to weigh on the market's confidence, which eventually cracked decisively on the downside in late morning.

Dealers insisted that the selling pressure in the FTSE 100 constituents was never substantial. "The market is very choppy and it's all to do with the interest rate concerns; but it doesn't feel excessively weak, if any-

thing it feels sound underneath," said a senior trader at one of the big European stockbrokers.

Worries about delays to a possible cut in UK interest rates were revived on Wednesday after news of a much higher-than-expected increase in average earnings in February and unit wage costs in the March quarter.

There was more takeover news in the smaller companies arena with Arlen, an electrical engineering group, revealing it had received a number of approaches.

But it was not all positive news in that area, with more

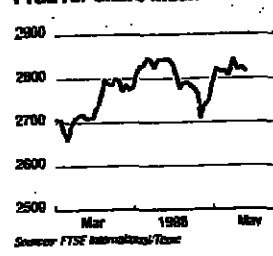
profit warnings arriving on the scene after the four that were announced on Wednesday.

The technical analysis team at Merrill Lynch said: "With much of the UK market overbought on medium/longer-term criteria, the laggard groups are finally starting to benefit from momentum upturns."

Merrill picks out the media, building materials, diversified industrials, distributors, E&P oils, and paper and packaging as attractive.

Turnover in equities at 8pm was 926.5m shares.

## FTSE All-Share Index



Source: FTSE International Ltd

## Indices and ratios

FTSE 250	3754.0	-4
FTSE 350	2884.8	-4
FTSE All-Share	2819.21	-7
FTSE All-Share yield	2.76	2

### Best performing sectors

1 Gas Distribution	4.2
2 Oil Exploration & Prod	3.2
3 Paper, Pkcy & Print	2.4
4 Media	2.3
5 Water	2.2

## Best performing sectors

Sector	% Chg
1. Gas Distribution	+2.8
2. Of Exploration & Prod	+2.1
3. Paper, Print & Pub	+1.3
4. Media	+1.2
5. Water	+1.2

## Worst performing sectors

Sector	% Chg
1. Extractive Inds	-1.9
2. Insurance	-1.9
3. Electronic & Elec	-1.4
4. Unemployment Inds	-1.4
5. Life Assurance	-1.2

## Value boost for Reed

## COMPANIES REPORT

By Peter John and Martin Brice

Reed International may have had a horrible year but some analysts are beginning to feel it is time for forgiveness.

Panmure Gordon's Lorna Tibbitt put the case that, not only has the stock underperformed the broad market by 30 per cent, it is also at a 36 per cent discount to her estimated fair value target.

The disparity is highlighted in the broker's latest monthly valuation update for the sector. Its current sum-of-the-parts total for Reed now stands at 749p, up on the previous month partly because of the improved currency background.

Yet, with the shares still reeling from write-downs relating to its travel group, the failed Wolters Kluwer merger, a strong pound and some pricey acquisitions, they were languishing at 550p at the open.

Ms Tibbitt said: "Everything that could go wrong with this company has gone wrong. But we are living in the information age and this is the world's biggest supplier of business information."

Not all analysts are quite

so confident. Neil Junor at BT Alex Brown acknowledges that the stock looks reasonable in trading terms, but remains "apathetic" about it overall. "In fundamentals the stock would do well to overcome the scepticism of the market," he said. The shares slipped up 10 to 560p.

Water stocks were strong in marked contrast to the general trend away from currency-defensive plays as sterling weakened.

Seven Trent rose 9p to 834p and Thames Water 28p to 855p as Credit Lyonnais Securities reiterated its strong support for the sector.

## FTSE 100 INDEX

May 14	May 13	May 12	May 11	May 10	May 9	High	Low
5948.5	5956.6	5966.7	5972.1	5978.2	5984.3	5984.3	5948.5
Open	5948.5	5956.6	5966.7	5972.1	5978.2	5984.3	5948.5
Close	5948.5	5956.6	5966.7	5972.1	5978.2	5984.3	5948.5

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (12.05.98) vs 5978.2 (11.05.98) vs 5984.3 (10.05.98) vs 5984.3 (09.05.98) vs 5948.5 (08.05.98)

FTSE 100 Index: 5948.5 (15.05.98) vs 5956.6 (14.05.98) vs 5966.7 (13.05.98) vs 5972.1 (1



Highs &amp; Lows shown on a 52 week basis

## WORLD STOCK MARKETS

## EUROPE

AMSTERDAM (May 14/Thu)

AEX 150 150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

## EUROPE

BRUSSELS (May 14/Thu)

BELX 150 150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

## EUROPE

LONDON (May 14/Thu)

FTSE 100 150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

## EUROPE

PARIS (May 14/Thu)

CAC 40 150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00

150.00



## 4 new cases May 14

٥٥ من الأصل



## GLOBAL EQUITY MARKETS

## US INDICES

Don Jones	May 13	May 12	May 11	1998		Score	completion
				High	Low		
Industriale	8211.84	9161.77	9091.52	8211.64 (13%)	7590.42 (8%)	8211.84 (135%)	41%
Harris Science	104.79	104.48	104.42	105.68 (5%)	104.42 (1%)	106.48 (15%)	8/22
Transport	3442.92	3355.04	3408.86	3686.02 (18%)	3194.36 (8%)	3686.02 (184%)	13%
Utilities	280.43	282.73	282.12	281.48 (2%)	282.05 (0%)	281.48 (15%)	8/7/2

## US DATA

US DATA				MARKET ACTIVITY			
Volume (million)	MAY 11			NYSE	MAY 11		
	MAY 13	MAY 12	MAY 11		MAY 13	MAY 12	MAY 11
NYSE	802,450	804,420	560,840	Index Traded	3,518	3,517	3,500
				Bliss	1,435	1,273	1,285
				Falls	1,023	1,576	1,084
	27,538	26,524	32,399	Unchanged	558	508	551
				New High	65	60	65
NASDAQ	730,695	743,290	730,995	May 14th	47	47	38

2000年12月29日  
 2000年12月29日  
 2000年12月29日

Date	Nikkei 225
May 12	15,448.45
May 13	15,629.41
May 14	15,322.48

.....

1986				1987				1988				1989			
High	Low	Since completion		High	Low			May	May	May	May	May	May	May	May
134	1484.41	30815.8	85.25					14.16	4018.78	3887.33	4018.78	3887.33	4018.78	3887.33	4018.78
Volume : 376,000,000				CAC 40				4018.78				3887.33			
				Day's high: 4033.25				Day's low: 3797.03							
Volume : 376,000,000				PARIS TRADING ACTIVITY											
SSEST OWNERS				ACTIVE STOCKS											
Buy	Close	Day's	Day's	Thursday	Stocks	Close	Day's	Thursday	Stocks	Close	Day's	Thursday	Stocks	Close	Day's

\*\*\*\*\*

1988	Since completion	
	Low	High
2062.34	4019.76	594.61
Volume : 401,000,000		
EST MONTHS		
Class	Day's	Day's

**DJ Ind. Day's High 9283.03** (10/10/01)

Company	11/18/00	11/15/99	11/05/99	11/03/99	10/29/99	(average)
Standard and Poor's Composite	1118.06	1115.79	1105.04	1130.56	927.08	1130.56
Industrials	1300.20	1304.35	1294.21	1211.48	1077.40	1211.48
Financials	133.05	133.72	132.17	140.15	97.11	137.65
Others				(1.44)	(9.71)	(14.00)
Health Care	579.20	578.28	575.27	585.52	457.47	585.52
Technology	742.59	743.58	744.03	758.57	614.61	758.57
Consumer Goods	1802.18	1800.10	1848.07	1917.81	1302.22	1817.81
Consumer Services	477.45	473.13	475.90	491.24	410.88	491.24
Real Estate				(2.19)	(12.7)	(21.49)
Utilities						
Telecommunications						
Transportation						
Government						
International						
Emerging Markets						
Commodities						
Art & Entertainment						
Media						
Food & Beverage						
Pharmaceuticals						
Biotechnology						
Environmental						
Defense						
Space						
Automotive						
Aerospace						
Marine						
Aviation						
Transportation						
Logistics						
Supply Chain						
Manufacturing						
Construction						
Infrastructure						
Public Works						
Water						
Waste						
Energy						
Electricity						
Gas						
Oil						
Coal						
Nuclear						
Renewable						
Solar						
Wind						
Hydro						
Geothermal						
Bioenergy						
Fuel Cells						
Batteries						

**NYSE TRADING**[illegible]

204

**DAX 30**

Month	Index
May 1992	2,500
Jun 1992	2,800
Jul 1992	3,000
Aug 1992	2,800
Sep 1992	2,900
Oct 1992	2,800
Nov 1992	2,900
Dec 1992	3,000
Jan 1993	3,100
Feb 1993	3,150
Mar 1993	3,100
Apr 1993	3,150
May 1993	3,200

310

[illegible]

34 424

1987	103	+384	+111
1988	30.3	+13.7	+20.6
1989	545	+95	+21.1
1990	146	+21	+18.8
1991	1394	+129	+18.2
1992	639	-56	-8.1
1993	89.2	-4.8	-6.8
1994			
1995			
1996			
1997			
1998			
1999			
2000			
2001			
2002			
2003			
2004			
2005			
2006			
2007			
2008			
2009			
2010			
2011			
2012			
2013			
2014			
2015			
2016			
2017			
2018			
2019			
2020			
2021			
2022			
2023			
2024			
2025			
2026			
2027			
2028			
2029			
2030			
2031			
2032			
2033			
2034			
2035			
2036			
2037			
2038			
2039			
2040			
2041			
2042			
2043			
2044			
2045			
2046			
2047			
2048			
2049			
2050			
2051			
2052			
2053			
2054			
2055			
2056			
2057			
2058			
2059			
2060			
2061			
2062			
2063			
2064			
2065			
2066			
2067			
2068			
2069			
2070			
2071			
2072			
2073			
2074			
2075			
2076			
2077			
2078			
2079			
2080			
2081			
2082			
2083			
2084			
2085			
2086			
2087			
2088			
2089			
2090			
2091			
2092			
2093			
2094			
2095			
2096			
2097			
2098			
2099			
2100			
2101			
2102			
2103			
2104			
2105			
2106			
2107			
2108			
2109			
2110			
2111			

## INDEX FUTURES

	Open	Latest	Change	High	Low	Est. vol.	Open Int.		Open	Sell Price	Change	High	Low	Est. vol.	Open Int.		Open	Sell Price	Change	High	Low	Est. vol.	Open Int.
IN S&P 500								IN CAC-40 (330 x index)								IN OMX							
Jan Sep	1123.00	1118.10	-5.90	1124.00	1116.10	108,373	335,935	May Jun	4001.0	4002.5	-1.5	4011.0	3998.0	508	38,283	May Jun	758.00	753.75	-3.25	760.00	750.50	25,688	80,313
Jan Sep	1132.20	1130.50	-1.80	1132.30	1128.60	861	13,908	May Jun	3991.0	3992.0	-1.0	3991.0	3988.0	0	24,086	May Jun	761.50	757.00	-4.50	761.50	754.50	9,927	42,329
IN Nikkei 225								IN DAX							IN S&P500								
Jan Sep	10220.0	10210.0	-10.0	10410.0	10210.0	21,377	197,185	Jan Jun	5980.0	5980.0	+7.00	5404.5	5928.0	22,877	122,730	Jan Jun	7579.0	7580.0	-1.0	7915.0	7523.2	76,398	12,145
Jan Sep	10220.0	10210.0	-10.0	10410.0	10210.0	21,377	197,185	Jan Jun	5980.0	5980.0	+7.00	5404.5	5928.0	22,877	122,730	Jan Jun	7579.0	7580.0	-1.0	7915.0	7523.2	76,398	12,145

## THE NASDAQ STOCK MARKET

[illegible]

## THE NASDAQ STOCK MARKET

[illegible]

## RICES

Team	F1					F2					F3					F4					F5				
	W	L	T	W	L	T	W	L	T	W	L	T	W	L	T	W	L	T	W	L	T				
Alabama	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0				
Arkansas	9	1	0	9	1	0	9	1	0	9	1	0	9	1	0	9	1	0	9	1	0				
Baylor	8	2	0	8	2	0	8	2	0	8	2	0	8	2	0	8	2	0	8	2	0				
Birmingham	7	3	0	7	3	0	7	3	0	7	3	0	7	3	0	7	3	0	7	3	0				
Boise State	6	4	0	6	4	0	6	4	0	6	4	0	6	4	0	6	4	0	6	4	0				
Bozeman	5	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5	5	0				
Brown	4	6	0	4	6	0	4	6	0	4	6	0	4	6	0	4	6	0	4	6	0				
Brownlee	3	7	0	3	7	0	3	7	0	3	7	0	3	7	0	3	7	0	3	7	0				
Brownlee	2	8	0	2	8	0	2	8	0	2	8	0	2	8	0	2	8	0	2	8	0				
Brownlee	1	9	0	1	9	0	1	9	0	1	9	0	1	9	0	1	9	0	1	9	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10	0				
Brownlee	0	10	0	0	10	0	0																		

## EASDAQ

[illegible]

# STOCK MARKETS

## Bomb tests and profit warning cast pall

### WORLD OVERVIEW

Continued worries about events in Asia and Wednesday's late profits warning from US computer group Hewlett-Packard hit sentiment over global stock markets yesterday, writes Philip Coggan.

While Asian markets were mixed - Hong Kong staged a rally but Singapore suffered a decline of more than 2 per cent - the rioting in Indonesia and the tension between

India and Pakistan continued to affect sentiment over the rest of the globe.

The FTSE 100 Pacific Basin index has lost all the gains made in the first two months of 1998 and is now down on the year, in dollar terms, as investors' hopes for a rapid Asian economic rebound have evaporated.

Meanwhile the warning from Hewlett-Packard that second-quarter earnings would be significantly below earnings expectations

ensured a difficult start to trading on Wall Street. The weakness of Asian demand was one of the factors affecting Hewlett's results.

The Dow Jones Industrial Average, which closed at an all-time high on Wednesday before the Hewlett announcement, quickly lost nearly 100 points. A fall in Treasury bonds, after a higher-than-expected core inflation number, also weighed on equities. The Federal Reserve open mar-

ket committee meets on May 19.

However, the early losses were soon contained. An upbeat statement from IBM chairman Louis Gerstner steadied technology stocks.

In Europe, the Bundesbank left interest rates unchanged, as expected, although most economists believe there will be a rate rise later this year as part of the process of monetary union convergence. German retail sales figures showed

little sign of inflationary pressure.

Most markets drifted lower, but the losses were contained and the CAC-40 index in Paris managed to hold above the recently conquered 4,000 level.

Jan Harnett, European strategist at BT Alex Brown, said: "I'm still concerned that European bond markets have got very little scope for complacency. If we do see a pick-up in French or German growth or a rise in US inter-

est rates, we are likely to see higher bond yields, taking equity markets back down."

"The lesson from history is that, with p/e multiples above 20, anything less than a combination of strong growth and low inflation will be treated harshly by investors."

"Longer term, however," added Mr Harnett, "I see the profit share in the European economy rising and that makes me bullish for equities."

### EMERGING MARKET FOCUS

## Casablanca rises in spite of slump

The emerging bourse of the dusty white city of Casablanca has risen impressively since the beginning of the year, gaining more than 21 per cent.

Many stock prices have reached historical peaks and prices are more than 18 times earnings. All this comes after a stock market rise of 49 per cent in 1997, when the Moroccan economy registered a fall.

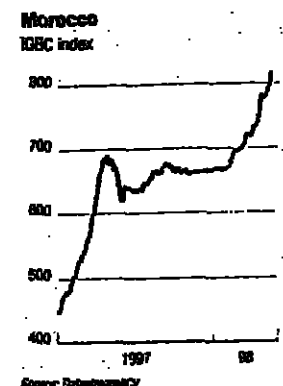
"We believe the market should be up 15 per cent to 20 per cent a year and already we are at much more than that," says Hassan Alaoui, broker at Casablanca's Upline Securities. "There is not much paper around and people are trying to find anything they can buy. They have become used to the idea that the market only goes up."

Several domestic factors lie behind the performance of the five-year-old market, capitalised at around \$1.4bn. First is the problem of liquidity.

Funds under management in the local mutual funds industry have increased from \$25m in 1994 to more than \$1.4bn today. But these funds continue to chase only 49 stocks. Initial public offerings have been slow to come to the market and privatisation plans have been delayed.

Furthermore, bond yields have declined this year. Ghali Lahlou, head of research at Casablanca Finance Group, says local institutional investors who had shifted funds to the bond market a year ago have begun to return to equities.

Huge domestic demand for stocks has also been accompanied by renewed interest from foreign investors, especially through a new fund started by Omnium Nord Africain, Morocco's largest conglomerate. Buying by the new fund pushed the market up 3 per cent - the maximum allowed - for two consecutive days in April.



And, in spite of a 2 per cent decline last year for the Moroccan economy, average corporate earnings for listed companies were up 14 per cent and are projected to rise by 22 per cent this year. While growth in the economy is driven by the agricultural sector, the stock market has virtually no listings related to farming and 30 per cent of stocks are in the banking industry.

Mr Alaoui says the Casablanca bourse's performance is not justified and the market should begin to stabilise with the introduction of up to four initial public offerings this year. Investors will cash in their profits and shift the money into the new offerings.

According to Mr Lahlou, however, the trend seen on the market could be dangerous in the long term. With few alternative investment opportunities, the stock market has become the easiest way to make a quick profit. Investors rush to the bourse when they see it going up, driving up prices even more.

"When prices start going down, they'll rush to take their money out and prices will come down even more," says Mr Lahlou. "The stock market is very new in Morocco and the culture will take a long time to develop a long-term vision."

Roula Khalaf

## Tech stocks in spotlight as Dow slips

### AMERICAS

Three of the computer industry's biggest names sent investors scrambling on Wall Street during a mixed morning's trade, writes John Labate.

Soon after the opening bell, word spread that Microsoft and US regulators were involved in talks to settle the threatened antitrust case against the software company. By midsession, Microsoft was \$2½ higher at \$89½.

Blue chips were marked down at midsession. The Dow Jones Industrial Average was pulled lower by a 13 per cent tumble in Hewlett-Packard after the company stunned analysts with a profits warning late on Wednesday. The shares lost \$10½ to \$70½.

But IBM, the other computer stock in the Dow, rallied \$6½ or more than 5 per cent higher to \$127½, on news of strong growth in its computer service business. Analysts at Bear Stearns and elsewhere raised their ratings on the stock.

By early afternoon, the Dow Jones Industrial Average was down 18.93 to 9,192.91. The Standard & Poor's 500 rose 1.83 to 1,120.69. The Nasdaq composite was also higher, up 8.26

to 1,874.44. Financial stocks rose slightly on news that Federal officials have partially approved a new banking bill. The Philadelphia stock exchange's banking index was 0.75 higher to 854.23. Citicorp was up \$½ to \$151½.

The US Treasury market was mixed by midday following the release of new consumer price data. The CPI for April climbed 0.2 per cent, following a flat reading in March. The benchmark 30-year Treasury bond had slipped ½ to 102½, yielding 5.55 per cent.

HP's profits warning put a drag on many other computer makers, including Dell Computer, which fell \$1½ to \$97½. Among networking shares, Bay Networks inched higher, up \$½ to \$27½ on takeover rumours.

The Russell 2000 index of small cap shares fell less than one point to 477.01.

TORONTO weakened as natural resource shares were hit by worries that commodity prices would be affected by the social unrest in Indonesia. The TSE-300 composite index fell 29.70, or 0.4 per cent, to 7,677.79.

The mining and minerals sector fell 0.8 per cent while oil and gas shares lost 0.5 per cent.

## Frankfurt beats weak start

### EUROPE

Shares in FRANKFURT overcame the weak trend seen earlier in the day and the Xetra Dax index edged 2.12 higher to 5,374.11 at the close of electronic trading. Analysts noted that the index had fluctuated between 5,300 and 5,400 as the market tried to determine at what level options would expire today.

Among the day's corporate reporters, Veba lost DM3.45 to DM120.50 and RWE eased 54 pfg to DM88.05 as first-quarter profits failed to live up to expectations.

Daimler-Benz picked up DM2.75 to DM192.75 after a Japanese newspaper report that the German group would emerge with a 50-60 per cent stake in Nissan Diesel, with Nissan's stake reduced to below 20 per cent.

BMW was a big loser, down DM74.50 to DM2,000, but VW put on DM31.50 to DM1,451.50.

Among the second-liners, Fresenius was dragged down after disappointing first-quarter results from its Fresenius Medical Care business. The shares lost DM17 to DM370.

PARIS pulled back from Wednesday's record high although favourable earnings reports and a slightly firmer dollar enabled the market to pick up from the day's lows. The CAC-40 index closed down 7.78 at 4,011.98, after hovering below the 4,000 level for most of the session.

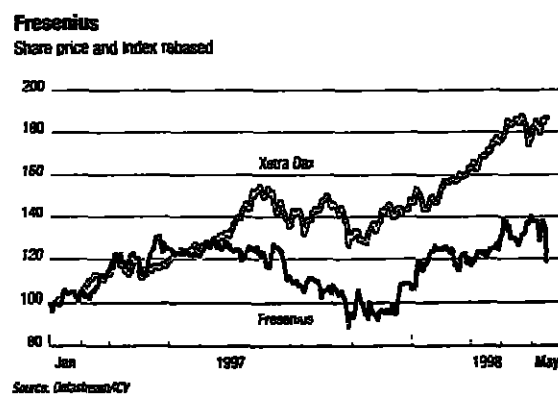
The index had dipped to a low of 3,979.08 following the release of higher-than-expected US April inflation data before moving up again in the last half hour of trading.

Oil stocks were higher following a sector upgrade by Merrill Lynch, and a spate of positive first-quarter earnings reports. Elf Aquitaine closed up FF31 or 4.8 per cent at FF1,890 while Total was FF110 higher at FF776 with a total of FF6,910m of shares changing hands.

Banking stocks were under pressure on resurgent fears over Asia's economic problems. BNP lost FF12 at FF518 while Société Générale fell FF44 to FF1,238.

Drinks maker Pernod Ricard rose FF18.90 to FF423.90 after it produced strong first-quarter revenue figures late Wednesday.

GURIC remained on a downward path, depressed by the crisis in Asia and hesitant ahead of today's



options and futures expiry. The SMI index fell 32.2 to 7,550.6.

Roche certificates gave up SF2200 to SF15,275 with investors still unsettled by worries about delays in launching its Xenical anti-obesity drug onto the US market.

Novartis was a beneficiary, picking up SF220 to SF2,490 as investors switched into the stock. Ciba closed above SF200 for the first time ever as technical factors took the share SF5.75 higher to SF2,035.0.

Clariant was SF19 lower at SF1,710 as investors prepared for first-quarter figures due today.

ABB lost SF58 to SF2,492 on renewed worries over the company's exposure in Asia. The shares have had a strong run, attributed to buying by BZ Bank.

Esec, the second-tier technology company, rose SF190 to SF3,300 after results for the year to February.

AMSTERDAM closed lower on worries over Asia and the weak start on Wall Street. The AEX index was also depressed by selling ahead of today's options expiry, closing down 5.10 at 270.30.

Heineken, whose two Indonesian brewery operations were damaged during this week's riots, lost F11.75 to F175.

Philips jumped on its announcement that it was in talks over the sale of its majority stake in PolyGram to Seagram of Canada. Philips rose F14.80 to F120.20 while PolyGram added F14.80 to F110.50.

Aegon, the insurance group, retreated F15.10 to F127.30 in spite of an upgraded forecast for the year. Baan jumped F14.50 to F187.90 after the software maker reached an agreement with US authorities over its book-keeping methods.

MILAN edged lower as nervousness over US shares weighed on sentiment. Technical trading ahead of the options expiry also depressed shares and the Milan index declined 151 to 23,944.

Merger hopes lifted Banca di Roma, which closed up L256 or 7.1 per cent at L3,868 and BCI gained L349 or 3.4 per cent to L10,206. Reports that the two banks had chosen advisers and that they would come to a decision next month buoyed speculation.

Banca di Roma's chairman Cesare Geronzi and Vincenzo Maranghi, managing director of Mediobanca, who is believed to be acting as a go-between, were reported to have visited the prime minister's office for discussions with the cabinet under-secretary.

Blue chips were down with

## Reform lifts São Paulo

SAO PAULO rallied on optimism over the government's social security reform and its privatisation of Telebras, the state-owned telecoms group.

The Bovespa index rose 168 or 1.6 per cent to 10,949, following a congress's approval of pension reform on Wednesday.

According to figures

released yesterday, net foreign capital inflows in April into shares, debentures and bonds fell sharply to \$457.5m from \$1.2bn in March.

MEXICO CITY edged higher on bargain hunting in spite of weakness on Wall Street. The IPC index rose 11.38, or 0.2 per cent, to 4,787.98 as blue chips gained ground.

## Financials lead flat Jo'burg

### SOUTH AFRICA

Financial stocks were marked higher in an otherwise flat Johannesburg as the market put a positive interpretation on a clutch of interim results.

The overall index lost 10.1

to 8,019.3. Industrials edged 3.2 higher to 9,772.9 and golds eased 8.0 to 1,022.9. Financials, by contrast, put on \$7.0 to 13,612.5.

Nedcor gained 930 cents to R150.20 while BOE gained 65 cents to R10.20 and Orion surged 100 cents to R11.15.

## Bombay bounces back after slide

### ASIA PACIFIC

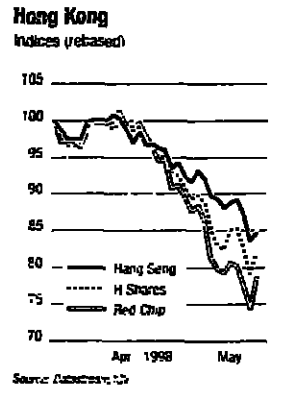
Shares in BOMBAY bounced back after their two-day 8.3 per cent plunge on renewed support from speculators and local institutions. The BSE-30 index recovered 115.15 or 3 per cent to 3,897.94.

Continuing worries over economic sanctions in response to India's nuclear tests sent the rupee sharply lower. But that, in turn, prompted strong demand for dollar-earning computer software and hotel stocks.

KARACHI stumbled to a 16-month intra-day low on worries of an escalating nuclear arms race in the region. However, late short-covering pared the losses and the KSE index picked up from 1,892.30 to close 22.25 weaker at 1,412.35.

TOKYO closed broadly flat as investors waited to see how the G8 meeting in Birmingham in the UK will develop, and as new concern over Asia emerged, writes Gillian Tan in Tokyo. The Nikkei 225 average fell 36.12 to 15,307.69, after moving between 15,294.51 and 15,448.45. However, the broader-based Topix index, covering all first-section issues, rose 1.35 to 1,238.11.

Nikkei June futures were down 120 at 15,210 and the Nikkei 300 rose 0.34 to 238.93. Turnover on the first section



remained thin at an estimated 370m.

Traders said one factor subduing the market was uncertainty about whether the G8 meeting would yield any new stance on Japan's economy.

Reservations also remain about the stance of some of Japan's major institutional investors. It is widely thought that they plan to increase their purchase of equities if the Nikkei 225 falls below 15,000.

However, a key factor dragging the market down is continued concern about deflation. Meanwhile, signs that Indonesia's problems are worsening also fuelled concern about the region. Losers outpaced gainers 664 to 424, with 145 issues remaining unchanged.

Losers were led by mining and air transport stocks and gainers by the communications, sea transport and banking sectors.

The surge in bank shares stemmed partly from hopes that the alliance between Industrial Bank of Japan and Nomura, announced on Wednesday, will be repeated elsewhere across the sector.

Sumitomo Bank rose Y45 to Y1,250 and Bank of Tokyo Mitsubishi Y30 to Y1,520. IBJ rose Y4 to Y884, but Nomura fell Y41 to Y1,559, wiping out many gains made the previous day.

HONG KONG posted solid gains on the view that Wednesday's sharp losses had left the market oversold. The Hang Seng index bounced up from a low of 8,383.03 to close 122.66 or 1.3 per cent higher to 9,591.95.

Recently weak China-linked stocks also rebounded. The Hang Seng China-Affiliated Corporations index climbed 5.5 per cent and the H share index 3.4 per cent. HSBC picked up from a session low of HK\$200 to close HK\$1 higher at HK\$206 after the banking group said that its exposure to Indonesia was lower than reported.

JAKARTA edged higher as the government bought shares in an effort to calm the market, in spite of escalating riots and looting

in the capital. The composite index edged up 1.64 to 403.7 but in low volumes.

Dual-listed stocks also listed on overseas markets were bought by arbitrageurs and the government in order to prop up the market. Telkom rose Rp275 to Rp3,400 and Indosat Rp200 to Rp12,100.

Companies linked to President Suharto plunged. Bimantara, a conglomerate controlled by Suharto's son, lost Rp125 or 28 per cent to Rp375, while Citra Marga, a toll-road operator linked to the president's daughter, declined Rp25 to Rp425.

SINGAPORE was hit by the unrest in Indonesia, and the Straits Times Industrials index fell 30.2 or 2.3 per cent to 1,301.78. The decline in the Singapore dollar also depressed sentiment, while hedge funds sold shares across the board.

Fraser & Neave, the soft drinks company, fell 30 cents to S\$6.40 and Singapore Telecommunications 6 cents to S\$2.43.

KUALA LUMPUR saw short-covering overcome worries about widening Indonesian violence and the composite index rose 12.17 or 2.2 per cent to 560.50.

Tenaga Nasional rose 40 cents or 6.7 per cent to M\$6.35 and Telekom Malaysia 35 cents or 3.7 per cent to M\$9.9.

## TOTAL 1998 ANNUAL GENERAL MEETING

### Shareholders Approve Resolutions at TOTAL Annual Meeting

Paris - TOTAL shareholders met on May 13 for their Annual General Meeting chaired by CEO Thierry Desmarest and passed all proposed resolutions. The 1997 accounts were formally approved, and the dividend was increased by 24% to 13.00 francs per share from 10.5 francs per share last year. The additional *avoir fiscal* tax credit associated with the dividend will be 6.50 francs per share. The ex-dividend date and the effective payment date for the shares will be May 27, 1998.

Shareholders approved the re-election of Thierry Desmarest and Jérôme Monod, Chairman of Suez Lyonnaise des Eaux, to the Board of Directors for a term of three years.

### Thierry Desmarest re-elected Chairman of TOTAL

The Board of Directors met following the Annual General Meeting, and re-elected Thierry Desmarest as Chairman and CEO of TOTAL.

### Excerpts from M. Desmarest's address

"In 1997, the Group announced a 5-year plan to increase operating income by FF 4.0 billion from 1997 to 1999 through growth and productivity gains. Based on 1997 results and the medium-term outlook, TOTAL has revised the plan upwards, setting a new target of FF 4.8 billion (+20%) of which FF 2.0 billion will come from productivity gains and FF 2.8 billion will come from growth in the business segments."

The cumulative impact of self-help programs implemented since 1993 will amount to FF 8.6 billion by 1999, slightly more than half of the estimated Group operating income for 1999, assuming a prudent outlook for the environment.

Over the next years, and based on a constant reference environment, TOTAL should be able to increase its net result by 15% per year (...)

For 1998, capital expenditures in the business segments are expected to be maintained at a level of more than FF 21 billion. About 70% of the investments will be allocated to Upstream development for projects with low break-even points that are resistant to a decline in crude prices. Within five years, the share of the Upstream segment in our capital invested should reach more than 50%, with Chemicals remaining steady at about 20%, and Downstream at around 30% (...)

As for the first half of 1998, with an oil market environment similar to the one experienced since the beginning of the year, TOTAL should be able to post a net result (Group share) close to the FF 4.0 billion result of first half 1997. Ongoing growth as well as productivity efforts should compensate for the global environment deterioration, in which more favorable exchange rates and refining margins only partially offset the negative impact of lower crude prices."

### Payment of Dividend

The Annual General Meeting of Shareholders held on 13 May 1998 has set the 1997 dividend at FF 13.00 per share.

A tax credit of FF 6.50 will be added to this dividend.

Payment of the dividend, the amount of which will be dependent on the terms of the double tax convention between France and Great Britain, will be settled upon presentation of the coupon and completion of form RF 4 CB.

Residents may lodge this form with the Bank acting as their agent, either in France or in the United Kingdom, at any time up to 31 December of the second year following the collection date of the coupons. As a result of French legislation on the "dématerialisation" of securities, payment of the coupons will be made through the banks with which the securities have been deposited.



TOTAL SOCIETE ANONYME CAPITAL STOCK: FF 12,216,658,800 542 051 180 R.C.S. NANTERRE HEAD OFFICE: TOUR TOTAL - 24 COURS MICHELET, PUTEAUX (HAUTS-DE-SEINE) FRANCE

APR 20 1998



## RECRUITMENT



RICHARD DONKIN

## Fast stream of servants

The civil service development programme is one of the most respected recruitment exercises in the UK

During the next few weeks some 1,500 aspiring mandarins will slip through a door tucked between a hairdressers and a newsagent's shop in Horseferry Road, London, to undergo two days of demanding intellectual exercises and interviews.

Each of the aspirants is seeking one of up to 300 places this year on the civil service fast stream development programme. The fast track recruitment programme, which has been running for more than 50 years, is one of the most respected recruitment exercises in the UK, acknowledged across industry for its thoroughness.

The process is organised by Capita RAS, the privatised recruitment service. Some eight panels of three assessors are looking at up to five candidates at a time. The chair is occupied by a serving or recently retired civil servant. Alongside the chair is a departmental assessor and a psychologist. Not one applicant on a recent panel I

shadowed was currently employed by the civil service but all had civil service backgrounds.

The application forms for the group I looked at seemed impressive. Each had sound educational records with first or second class degrees at good redbrick universities. All except for one, who was studying for a PhD, had existing full-time

**The quality of the job simulations distinguishes the process from other schemes**

jobs. None of them had come straight from university. All had some experience of living or studying abroad. To get this far they had passed a battery of verbal and numeracy tests used to sift some 7,500 applications.

Many candidates want to enter the foreign service but only those with the highest test marks are considered. Those scoring less highly are

interviewed for the home service only.

What distinguishes the process from many other recruitment schemes is the quality of the job simulations. Candidates have two group exercises. The first involves contributing to meetings discussing an urgent policy issue. The second allows each of the candidates to chair a meeting to choose policy options in a series of different cases.

In and among these sessions candidates are interviewed individually by each member of the panel and briefed to look for evidence of particular skills.

There are four other exercises. The most important is a two-hour written policy exercise looking for an ability to analyse and draw options from a folder of documents amounting to about 10,000 words. Research shows that the test is a good predictor of future job performance.

The selection testing is extremely tough. None of the four applicants I met were successful even though

Salaries, bonuses and car allowances in City of London finance

Position	Base salary				Car provision or car allowance			
	Lower quartile £'000	Median salary £'000	Upper quartile £'000	Average salary £'000	Average salary (£ hourly)	Provision (£ per year)	Car value £'000	Actual allowance £'000
Corporate Finance head	110.0	110.0	122.0	116.2	50.9	91	—	7.8
Capital markets head	90.0	100.0	110.0	100.0	43	87	—	7.8
Head sales head	80.0	110.0	137.5	116.0	50.1	88	—	8.0
Fixed management director	114.0	125.0	140.0	126.3	43.8	87	23.6	8.5
Finance & operations head	90.0	90.0	100.0	90.1	39.3	86	—	7.5
Strategic Planning head	70.0	70.0	80.0	73.3	31.9	84	20.0	7.7
Energy trading head	102.0	120.0	130.0	122.0	50.9	86	—	8.6
Private banking head	110.0	130.0	140.0	126.0	50.0	86	20.0	7.5
Head of insurance	77.0	87.5	100.0	90.9	39.9	71	—	6.5
Financial director	100.0	110.0	120.0	110.0	47.9	76	22.0	7.5
Chief PG officer	97.0	97.0	100.0	98.0	40.0	83	21.0	7.2
Legal services head	80.0	70.0	90.0	79.0	33.4	84	24.0	8.0
Financial officer	80.0	80.0	97.0	82.0	35.0	80	30.0	7.5
Money product head	80.0	70.0	80.0	74.0	31.1	72	10.0	8.0
IT director	100.0	97.0	70.0	72.0	29.0	86	20.0	8.0
Capital head	80.0	80.0	100.0	90.0	39.0	87	20.0	7.5
Head of ops	70.0	50.0	100.0	73.0	30.7	77	10.0	8.0

Source: Salary & Performance in Financial Markets

Assumptions: companies not providing car allowance funded by company cars and business expenses. The average salary is based on the average salary of those companies not providing car allowance.

most of them seemed to perform reasonably.

Less than 3 per cent of fast stream applicants get through to the final selection board – a panel interview that confirms those candidates with firm passes and affidavits on the borderline cases.

But is it all necessary? It is difficult to argue to the contrary because five studies published over the board's lifetime have shown that it is a good predictor of performance at senior levels. Those who do well in the process tend to continue successfully in their careers.

With recruitment costs averaging between £13,000 (£21,700) and £14,000 a candidate, however, it might be reasonable to question

whether the process needs to be quite so exhaustive. If the policy test is a good predictor of success in itself and the sifting tests are also reliable indicators, is there a need for so many tests?

A second concern relates to the appearance of an elite within an elite. Why should the foreign service be allowed to cream off most of the best candidates? This not only risks deterring some candidates at an early stage – when they hear before their assessments that they will be considered only for the home service – but it could deprive the state of service of expertise that could arguably be better used in Whitehall than in some far-off embassy sitting on its fading colonial laurels.

## Repo traders top pay rise league

The table published here is drawn from the latest edition of the Monks Partnership International Banks and Investment Houses Remuneration Guide, which covers 400 jobs among some 179 employers.

Year-on-year total pay rose on average by 6.8 per cent. The highest increases – reaching nearly 26 per cent – were among repo traders. The lowest rises, of just 0.7 per cent, went to the secretarial sector.

The report is £310. Contact Monks Partnership for details, tel +44 1799 542222



WORKING BRIEFS

## Hay Consultants launches first pay information service on net

Hay Management Consultants is hailing its launch of PayNet as the first internet-based interactive pay information service. The subscription service allows subscribers to access Hay's Compensation Database containing information from more than 3,000 employers and 2m employees.

The system, piloted in the UK, is to be launched in the US and 11 other countries in the next few weeks. It will be available in more than 50 countries by the end of 1998. Hay says the UK database will be updated four times a year initially. Monthly updates are planned by the end of the year.

A demonstration of the service can be found at <http://www.haypaynet.com>

## Recruiting over the telephone

Gallup has devised a screening system for graduate recruitment using automated telephone interviews. The idea is that applicants are given a Pin number like the ones for cash dispensing machines and a freephone number.

When they call they have to answer a series of automated questions structured to search out certain attributes from the responses. The whole process takes about 20 minutes.

Standard Life, the financial services company that recently used a customised version of the system, says it saved some 143 man days in filling 10 information systems and five general management jobs. It also prevented those candidates for one job who were better suited to another slipping through the net.

## Companies may limit car perks

Increasing numbers of companies are considering phasing out company cars provided as perks, according to a survey by Watson Wyatt, the human resources and benefit consultants, that looked at details from 308 companies.

Although the number providing company cars is falling gradually, they remain a popular perk, run by 91 per cent of those surveyed. But a third of those were thinking of phasing them out, except where their use was essential to the job.

The Watson Wyatt Survey of Company Cars and Cash Allowances, £150, tel +44 1737 241144.

## BANKING FINANCE &amp; GENERAL APPOINTMENTS

## Credit Risk and Quants

£25-80,000 + bonus

Have recent market trends accentuated your desire to make a change?

Do you feel you are currently undervalued?

Could your talents be better employed elsewhere?

In answering "yes" to the above questions you have opened the door to a whole new opportunity. In expanding its operation and being regarded as one of the top players in the market, our client is currently looking for the following:

## Credit Analyst:

- Usual solid academic background
- Five years' all round credit experience
- Knowledge/experience of securitisation, asset backed securities, derivatives, counterparty and other products would be an advantage.

## Quants Role:

- Strong PhD in Maths/Physics/Engineering
- Two years' experience in Market Risk
- Excellent computer skills, specifically C/C++ to industry level

Both roles offer the real chance to develop and enhance an individual's career. Does this feel like the right time for you? We are a candidate led market and as such are keen to hear from you today.

For a full and confidential discussion, please contact Alex Babin.

16 - 18 New Bridge Street, London EC4V 6AU  
Tel: 0171 583 0073 Fax: 0171 353 3908

## M&amp;A Transactors

£40-60,000 + bonus

Are you at the critical juncture in your career where deal flow is of paramount importance?

Are you devaluing your personal worth with a lack of successful pitches?

Do you want to move into the fast lane of Corporate Finance Recruitment?

If you answer "yes" to the above questions, and wish to develop your transaction skills and experience, then you would be well advised to consider this opportunity with one of the most prolific deal-making houses in the City.

To interest our client, you must fulfil the following stringent criteria:

- The usual excellent academic record
- Genuine M&A experience of at least 18 months
- A professional qualification (ACA/LLB/MBA)
- A second European language is preferred

This role is one to interest Corporate Financiers of all types - there is scope for generalists and specialists, and also for mavericks who have proved their ability.

To find out more about this interesting and challenging role, or for discreet and professional advice regarding your career, please contact Amanda Lee.

**BADENOCH & CLARK**  
recruitment specialists



## STANFORD INTERNATIONAL BANK LTD.

Stanford International Bank Ltd. provides private banking and investment products and services from its headquarters in Antigua, West Indies. We have created two exciting opportunities for experienced management professionals.

The candidates should possess proven leadership qualities with the ability to empower and motivate employees. Qualified individuals will be multilingual (Spanish and English required) and must be willing to relocate to Antigua. College degree preferred.

## SENIOR VICE PRESIDENT, PRIVATE BANKING

## QUALIFICATIONS INCLUDE:

- A minimum of 10 years' experience as an international private banker/asset manager at a medium to large bank or financial institution specializing in global asset management for high net-worth individuals
- Ability to develop and maintain relationships with South and Central American clientele
- A network of referrals and clients, including individuals and smaller institutions
- Capacity to go the extra mile without compromising the integrity and sensibility of operations
- High service standards and commitment to quality

## SENIOR VICE PRESIDENT, OPERATIONS

## QUALIFICATIONS INCLUDE:

- A minimum of 10 years' experience in backroom operations at a medium to large bank serving high net-worth individuals
- A special interest in and knowledge of systems and automation
- Precise, focused and detail-oriented work habits
- High service standards and commitment to quality

Stanford International Bank Ltd. offers a competitive compensation and benefits package, a non-smoking work environment, plus the opportunity to work with an outstanding team of professionals. Interested parties should forward a detailed resume and salary history in confidence to:

Mona Quintyne  
Director, Human Resources  
Stanford Financial Group Ltd.  
Gambles Medical Centre  
P.O. Box W660  
St. John's, Antigua, W.I.

No Phone Calls Please

## Opportunities in International Investment Funds

## COMPETITIVE PACKAGES

**THE COMPANY**  
Mercury Asset Management is one of Europe's leading investment houses and recently became a subsidiary of Merrill Lynch. With over \$175 billion under management and offices worldwide, Mercury has a reputation for professionalism and performance. As the first fund management group to be recognised as an investor in people, managing and developing our staff is as important as managing and growing the funds entrusted to us.

**THE OPPORTUNITIES**  
Mercury's international mutual fund business is experiencing significant growth across several global markets. This has created a number of exciting opportunities for marketing professionals at various levels. The following are an example of the positions that are currently available.



INVESTOR IN PEOPLE

## Marketing Manager

An opportunity has arisen for a dynamic and results driven marketer to make a difference in creating international marketing campaigns. You will be part of a team involved in advertising, trade-magazines, seminars and Internet projects. Candidates must have experience in the financial services industry and should be culturally and commercially aware. A second European language, especially German, would be a distinct advantage.

## Production Manager

This is an exciting opportunity for a talented individual to use project management skills to provide essential marketing support through the timely delivery of all marketing literature. You must have experience in DTP, especially the Apple/Mac environment and a proven track record in delivering marketing projects within budget and to tight deadlines. Financial service experience and a second European language, especially German, would be advantageous.

## Copywriter

If you are fluent in German, Spanish, French or Italian, there are opportunities to become an integral part of the marketing team. Your focus will be to adapt English written material and develop new copy for press releases and marketing literature. You must be articulate and able to write about complex economic and financial topics and products. A background as a journalist or a translator, combined with experience of financial services copywriting is preferred.

If you have the potential to succeed in one of these roles please send your curriculum vitae to our retained consultant Fraser Wilson at Michael Page Sales & Marketing, Saviniah House, 11 Charles II Street, London SW1Y 4QZ. Telephone 0171 269 2510. e-mail: [fraserwilson@michaelpage.com](mailto:fraserwilson@michaelpage.com)



MERCURY ASSET MANAGEMENT LTD. REGULATED BY FSA



Les Echos

The FT can help you reach additional business readers in France.

Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

For information on rates and further details please telephone: Karl Loynton on +44 171 873 3694

## Where in the world are the best fund managers?

Frank Russell Company specialises in the provision of multi-style, multi-manager solutions to investment management and consulting clients around the world. With over \$40bn directly under management and over \$1 trillion under the stewardship of our consulting practice, Russell is well placed to succeed in a market hungry for high quality investment products and advice.

Investment research drives everything we do. Our team of over 40 analysts is dedicated to the delivery of world-class manager research and is supported in this endeavour by extensive databases, analytical tools and unrivalled access to investment management organisations around the globe.

If you have several years of experience in the fixed income markets but are considering a change in career direction, then we'd like to hear from you. The job as a Russell analyst involves conducting extensive interviews with key investment personnel as well as performing detailed quantitative analysis and meeting with institutional clients. You need to be a fast thinker, have highly developed communication skills and thrive in a hard-working team environment.

If this sounds like the challenge you've been looking for, please write with CV in complete confidence to:

Mirella Herbo  
Frank Russell Company  
6 Cork Street, London W1X 1PB



# Vice President

Trading and Sales Middle Office

## City

Our client is one of the world's most successful and prominent investment banks. A leading innovator in middle office functional improvements, this premier investment bank is looking for an exceptional individual to implement change and manage the middle office function of the European Trading and Sales Group.

Reporting directly to the Managing Director for the global middle office function, this position will work with senior management to design and implement functional changes for the middle office of the Trading and Sales Group in Europe.

The position will have approximately 12 people reporting into it and will include responsibility over the repo, stock loan and stock borrowing areas. The areas of responsibility for the position are broad so the chosen individual will need to have had exposure to a variety of different functions within a financial services institution.

This high profile position will require a professional with at least 7-10 years of work experience at one of the large financial services institutions, ideally with an emphasis and expertise of European markets.

Broad financial product knowledge coupled with superior management skills are also required for the position.

If you are interested in joining an organisation where ambitious, committed and successful individuals are rewarded with progression and remuneration, please write enclosing a detailed curriculum vitae in the strictest confidence to Alex Cooper at Michael Page City, 50 Cannon Street, London EC4N 6JJ. Telephone 0171 269 1904, fax 0171 329 2974 or e-mail: alexcooper@michaelpage.com

£ Excellent Package

Michael Page

CITY

London · New York · Paris · Amsterdam · Frankfurt · Milan · Madrid · Hong Kong · Singapore · Sydney

# Senior Risk Manager



Merrill Lynch

Merrill Lynch is a leader in investment banking with an outstanding reputation in the debt, equity and derivative markets. They are committed to constant evolution and development in order to maintain their enviable reputation. This level of excellence relies on recruiting the highest calibre staff across all product ranges. Within their Risk Management department, a high profile opportunity has arisen for a Senior Credit Risk Manager. The successful candidate will report directly to Credit Risk Management in New York and will be responsible for quantifying and providing credit risk analysis and assistance to the businesses in London, Tokyo and New York on a transaction-by-transaction basis. As the role will involve close contact with derivatives trading staff, candidates can come from a market risk, trading or credit risk environment.

## Key responsibilities will include:

- ◆ Providing Credit Risk analysis and assistance to the business on a transaction-by-transaction basis.
- ◆ Developing tools and processes to quantify and manage credit risk.
- ◆ Representing the credit risk function in developing new products.
- ◆ Specifying requirements for the credit system.

## Candidates will have:

- ◆ A minimum of five years investment banking experience gained from a market risk, trading or credit risk background.
- ◆ A strong quantitative background (e.g. PhD/MSc in a numerate subject).
- ◆ Knowledge of risk models and experience of contributing to the improvement of the risk management process on an ongoing basis.
- ◆ Strong written and oral communication skills.

This role represents an excellent opportunity to join a prestigious organisation which will provide ambitious candidates with a real challenge and further opportunities for career growth.

Interested candidates should contact Kieran Ryan on 0171 269 1871, or write to him enclosing a full curriculum vitae at Michael Page City, 50 Cannon Street, London EC4N 6JJ or fax 0171 329 2986, e-mail: kieranryan@michaelpage.com. Please quote reference number 350429.

Michael Page

CITY

London · New York · Paris · Amsterdam · Frankfurt · Milan · Madrid · Hong Kong · Singapore · Sydney

## Manager, Structured Products

### Excellent Remuneration & Benefits Package

We represent one of the leading UK based treasury operations, whose business activities include structured and asset finance, capital markets and a rapidly developing derivative capability. As part of their continuing expansion programme, an individual is required to join their recently established Structured Products Division. The appointee will become part of a small, highly qualified team responsible for the following:

- Analysis of structured products where there are securitisation, cross-border tax, legal or accountancy issues.
- Development of structured tax-enhanced or securitised products.
- Development of structured cash flow products.
- Credit, capital allocation and risk weighting issues.
- Significant liaison with credit, tax and legal divisions covering matters arising from domestic and cross-border issues.

The successful candidate should be educated to degree level with at least two years relevant experience, ideally gained within an investment banking or management consultancy environment. A thorough knowledge of cross-border tax principles and their interaction with law and accountancy is required, together with practical exposure of derivatives and associated financial instruments. The person should demonstrate in-depth cash flow and numeracy skills, a high degree of computer literacy and have the ability to communicate and present at all levels.

For those individuals seeking a philosophy and culture that is heavily biased towards team effort, this position represents an excellent opportunity within a highly regarded and progressive operation.

For a confidential discussion please contact Keith Snow, Telephone: 0171 236 3400, Fax: 0171 236 0316, e-mail: snow@sheffield-haworth.co.uk or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

**SHEFFIELD-HAWORTH**  
Consultants in Search and Selection

CREDIT  
SUISSE

Financial Products

## Credit Risk Analyst

Nordic Financial Markets

London

£ Excellent Package

CSFP is one of the world's leading derivative houses servicing a prestigious global client base. We specialise in providing a range of structured derivative and risk management products that incorporate innovative design with well controlled trading strategies. Continued business development has created the requirement for a Credit Analyst to focus on the Nordic portfolio. The successful candidate will have an instinctive understanding of the Nordic economies and their financial markets.

## Responsibilities include:

- ◆ Credit analysis for a full range of structures and counterparties, including cash flow transactions.
- ◆ Liaising with the marketing desk, other parts of the Credit Suisse First Boston organisation and clients.
- ◆ Assisting in the credit enhancement of transactions as they are developed for clients.
- ◆ Undertaking credit related projects and making presentations on specific industry reviews.

## Successful applicants will possess:

- ◆ A solid educational background coupled with a minimum of two years credit analysis experience.
- ◆ Linguistic skills advantageous but not essential.
- ◆ Derivatives product knowledge preferable.
- ◆ Ambition and motivation, with the credibility and drive to excel in a challenging and dynamic environment.

Interested applicants should contact Anne Lindley-French on +44 (0)171 269 1865, or write to her enclosing a full CV at Michael Page City, 50 Cannon Street, London EC4N 6JJ, UK, quoting reference 377146. Fax: +44 (0)171 329 2986.

Michael Page

CITY

London · New York · Paris · Amsterdam · Frankfurt · Milan · Madrid · Hong Kong · Singapore · Sydney

# ASSET MANAGEMENT

Barclays Global Investors

COMPETITIVE SALARIES + BENEFITS + BONUS / CITY

Barclays Global Investors is one of the largest investment management groups in the world, with assets under management of £295 billion, offering both indexed and advanced active investment strategies. As a result of continued growth, they are seeking to appoint a number of high-calibre individuals to their Indexed Strategies team.

## ASSET ALLOCATION STRATEGY

### THE POSITION

Ref: 980501

- ◆ Key position providing technical advice and support on passive strategies to client base in the UK and across Europe. Liaise closely with fund managers and client relationship management team.
- ◆ Complete research into asset allocation strategies. Provide solutions to meet needs of institutional clients.
- ◆ Manage performance review process and co-ordinate portfolio reorganisation. Some international travel.

### QUALIFICATIONS

- ◆ Graduate with thorough understanding of principles of investment management. Two to six years' relevant experience crucial.
- ◆ Background in investment management or investment consultancy ideal. Familiarity or interest in client relationship management vital. Rigorous analysis and problem-solving ability.
- ◆ Talented presenter with strong interpersonal skills. European language ability helpful. Team player.

SAINTY, HIRD  
&  
PARTNERS

**SHP**  
ASSOCIATES

## INDEX PORTFOLIO MANAGER & ASSISTANT MANAGER

Ref: 980502

- ◆ Day-to-day management of UK or international segregated and pooled index funds. Monitor risk/return profiles.
- ◆ Manage cashflows, including use of derivatives.
- ◆ Work closely with colleagues on new and existing business. Attribution of funds' performance against benchmarks.

### QUALIFICATIONS

- ◆ Up to six years' experience or relevant qualification helpful. Exposure to and understanding of investment.
- ◆ Familiarity with structure of equity markets, dealing and settlements systems preferred.
- ◆ Operations background of interest.
- ◆ Familiarity with spreadsheet and portfolio analysis software advantageous. Thorough attention to detail. Strong interpersonal skills. Team player.

Please send a full cv and current salary details, quoting relevant reference to SHP Associates, Aldermay House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: shpa@shpa.co.uk

152001



## General Counsel - Europe

Tyco International Ltd., a diversified manufacturing and service company, is the world's largest manufacturer and installer of fire and safety systems and provider of electronic security services and has strong leadership positions in disposable medical products, packaging materials, flow control products, electrical and electronic components and underwater telecommunications systems.

Tyco's operations span 80 countries and 315 profit centres, employing over 80,000 people. The company's annual revenues are in excess of US\$13 billion.

An opportunity has arisen in Tyco's Luxembourg office for a senior legal adviser of the company's extensive and expanding European operations. You

**tyco**  
Group Sales

would be particularly experienced in mergers and acquisitions in Europe as well as corporate and commercial matters together with competition law. An understanding of the workings of the European Commission is important, as is a flexible approach and willingness to handle day-to-day commercial affairs. This is a senior position, eventually having total responsibility of the European legal function and will require the successful candidate to demonstrate an ability to build effective relationships with the management of the European business units. The opportunity also exists for the candidate to play a significant role in shaping the company's European legal function.

The successful candidate can expect an excellent remuneration package.

For further details, please contact Aileen Shepherd, Sonya Rayner or Marwenna Lewis, or send them a copy of your CV. They are handling this assignment on an exclusive basis. Alternatively, you can send an e-mail to AileenShepherd@chambersrecruitment.co.uk

**CHAMBERS**  
PROFESSIONAL RECRUITMENT

23 LONG LANE, LONDON EC1A 9HL TELEPHONE: (0171) 606 8844 FAX: (0171) 600 1793

Brambles Industries Limited is one of Australia's largest public companies. As international materials handling and equipments & industrial services Group they are operating on four continents. Nearly 19,000 employees work at over 700 locations in 19 countries. Sales are close to 3 billion AUD. The European division has its headquarters based in Brussels. Europe represents 1 billion AUD sales with ± 60 locations in 10 countries. The company is seeking to recruit a (m/f):

## European Controller

who can face the further expansion of their European Operations.

He/she reports to the Chief Financial Officer - Europe and supervises a small team.

**Responsibilities:** □ Supervise the periodic reporting and consolidation □ Co-ordinate the budget process □ Analyse actuals, budgets and forecasts □ Control statutory and management accounts and liaise with internal and external auditors □ Develop adequate reporting tools □ Evaluate controlling related issues of newly acquired companies □ Work closely with Senior Management in Europe, senior finance staff in Australia and other members of the European finance team □ Act as a pro-active interface with the local affiliates and a back-up to the CFO.

**Profile:** □ Preferably an Anglo-Saxon background and qualification (ACA/CPA) □ Excellent knowledge of international accounting principles □ Strong experience in international controlling issues □ Good communication at all levels within the organization and ability to work under pressure in a growing environment □ Languages: English and preferably some French or German.

Interested candidates are invited to contact Marc Spaey on 00 32 2 347 02 10 or send their curriculum vitae to SA Spaey, Deferme NV, avenue Molière 262, 1180 Brussels.

**SA Spaey, Deferme NV**

Specialists in Recruitment

Avenue Molière 262, 1180 Brussels  
Tel.: 00 32 2 347 02 10 - Fax: 00 32 2 347 00 81

Package to attract the best

Major European Bank

Munich

## Senior Trader Proprietary Trading Equities

New position at the centre of a profitable and newly merged US\$450 billion group providing proprietary trading and active portfolio management, reporting to the Head of Proprietary Trading Equities Europe. Significant scope to progress in the future.

### THE ROLE

- Responsible for at least one region in Europe.
- Handle the short term trading of equities and derivatives including participations in IPOs and private placements.
- Contribute to the asset allocation for medium term positions and the management of medium term portfolios.

### THE QUALIFICATIONS

- A minimum of five years' experience in equity trading or portfolio management of equities.
- In-depth knowledge in fundamental equity research and understanding of chart and quantitative analysis and preferably specific industry know-how.
- Must have experience in at least one of the following markets: UK, Spain, Italy, France, Benelux or Switzerland. Fluent in English and preferably German.

Tel: +49 69 610 927 22  
Fax: +49 69 610 927 20

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Yvonne Hamen, Spencer Stuart,  
Schwanenplatz 19,  
60596 Frankfurt, Germany

## Appointments Advertising

appears in the UK  
edition every  
Wednesday &  
Thursday and in  
the International  
edition every  
Friday.

For information on  
advertising in this  
section please call

Kesley Pope on  
0171 873 4006

Karl Loynton on  
0171 873 3694

Financial Times

## GLOBAL PORTFOLIO MANAGER

### Portfolio Manager Global Equity and Balanced Funds

The success of Old Mutual's proprietary approach to country and stock selection is resulting in rapid growth in assets under management, currently over \$7 billion.

The successful applicant will be a key member of an ambitious team.

### This position involves:

- Management of a number of equity and balanced funds
- Reporting to existing clients and marketing to prospective clients and consultants in the UK and overseas
- Input into asset allocation
- Contributing to the development of active quantitative stock selection

Please respond in writing to  
David Ross,  
Old Mutual Asset Managers (UK) Limited,  
5th Floor, 80 Cheapside, London, EC2V 6EE



### The ideal candidate

- 5 or more years relevant experience, including several as portfolio manager
- The ability to contribute to and articulate a sophisticated investment process
- A sound understanding of macro-economics
- Experience of both qualitative and quantitative equity investment approaches

### Old Mutual Asset Managers

Old Mutual Asset Managers is the UK subsidiary of a major international financial services group with over US \$50 bn under management.

## WANTED: FINANCIAL TIGERS FOR A GILDED CAGE.

Since our foundation in 1966, we have grown a global business with a proven track record of outstanding long-term investment performance. Funds under management are currently close to STGE20 billion. We manage global securities for a broad range of clients in the UK, the US, Canada, Ireland, Continental Europe, Australasia and South Africa.

Due to the continuing growth of our UK business we are seeking to recruit additional high-calibre individuals to strengthen our London team further.

### INSTITUTIONAL RELATIONSHIP MANAGER

The successful candidate will provide a professional service to a portfolio of major UK pension funds in the private and public sectors.

Responsibilities include monitoring and reporting on the performance of funds, developing the client relationship and business development.

Candidates for the above position will be high-calibre graduates who have a deep commitment to providing the highest customer service. Essential attributes will include previous experience in the fund management industry, the ability to meet and anticipate client requirements and a high degree of numeracy.

Please write enclosing a detailed Curriculum Vitae to:  
Ann Ringrose, Personnel Manager,

Bank of Ireland Asset Management (U.K.) Limited, 36 Queen Street, London EC4R 1BN.

Bank of Ireland Asset Management (U.K.) Limited is regulated by IMRO.

Closing date for receipt of applications: Wednesday, 27th May, 1998.

**Bank of Ireland  
Asset Management**

### BUSINESS DEVELOPMENT MANAGER

The successful candidate will market our comprehensive range of investment products to personal investors throughout the UK. This will involve a considerable amount of travel.

Successful candidates are likely to be business graduates, with a minimum of five years' proven sales experience in the fund management industry. They will have excellent interpersonal skills, combined with energy and the ability to work with initiative towards the continuing development and growth of our business.

### MARKETING EXECUTIVE

This is an exciting opportunity to participate in the creation and execution of marketing initiatives to support our UK and overseas business.

This is a demanding role that is likely to appeal to a highly motivated and dynamic business/marketing graduate, with at least three years' experience in a busy marketing environment - ideally in the financial services sector. Strong writing and verbal skills are essential and experience of event management, advertising and public relations is also desirable.

We offer excellent career prospects to grow with a rapidly expanding international business. Remuneration packages are performance driven and at the forefront of market practice.

## Business Analysts

Excellent  
+ bonus  
+ flexible  
benefits



## Develop your commercial telecommunications expertise within this global organisation

At ICO Global Communications we're taking mobile comms technology to a new level. Our system will bridge existing incompatibility and coverage gaps at the touch of a button, using 10 state-of-the-art satellites to link people any time anywhere on the planet. Our future business has so much potential that it's being backed by 60 leading telecoms and technology companies in 51 markets, who have so far invested US \$2 billion. We are building towards service launch in the year 2000, and we now seek to appoint two Business Analysts to join us at this very exciting time.

As an integral part of our Commercial Business Management team, you will report directly to the Business Planning Manager. Your outstanding analytical skills and commercial acumen will be fully utilised and applied in varying environments, covering a wide spectrum of tasks.

Working with our Service Partners, Regional Managers, Global Segment Managers and Finance team, key responsibilities will include:

- Develop business plans for the downstream distribution of products and services in over 40 markets
- Model business plan sensitivities to evaluate business strategy, risks and opportunities

- Economic evaluation to support the development of revenue sharing proposals across the value chain
- Develop Segment/Product business plans
- Develop business models to analyse competitor business plans
- Coordinate the process and assumptions for ongoing updates of the central business plan
- Develop understanding of the key value and cost drivers in the ICO business plan
- Ensure that the Finance Plan supports our Business Plan.

Your commercial experience within the Telecommunications industry, will have positioned you to take your next major career step. With an excellent educational background, you will be able to demonstrate a first class track record as a business analyst within a commercial, international environment.

As international travel will be required, we would expect your communication skills to be first-class. Finally, you should possess the personal credibility and integrity expected of a representative of a truly blue-chip international company.

If you can make a major contribution within this pioneering organisation, then please write (quoting ref: J1026) enclosing a comprehensive CV and current salary details to: The Resourcing Centre, ICO Global Communications, 1 Queen Caroline Street, Hammersmith, London W6 9BN. Fax: 0181 600 0660, email: recruit@ico.com. To find out more about ICO, visit our Website at: <http://www.ico.com>

## Credit and Risk Manager

Based West London

Substantial Salary Plus Benefits & Relocation Assistance

GE Capital is one of the world's largest and most successful financial services companies - a truly dynamic organisation within General Electric's \$90.8 billion global enterprise.

European Equipment Finance (EEF) is one of GE Capital's highly profitable, niche businesses. Our mission is to provide finance and lease facilities to businesses throughout Europe requiring assets ranging from copiers to corporate aircraft and we have doubled in size in the last year by organic and acquisitive growth in key markets. We are now looking to recruit a talented Credit and Risk Manager for the Structured Finance Division to play a pivotal role in the organisation.

Part of the European corporate team based at our Headquarters in West London, you will report to the Senior Credit Director. This is a highly autonomous role in which you will underwrite transactions, primarily submitted from our French and German businesses. In addition, you will work directly with our Special Markets Group in structuring, approving and closing large, complex asset based transactions. Moreover, you will provide active support to the local country Credit and Risk Management teams, educating and coaching them in order to enhance existing skills.

Fluent in French and English, you will need at least seven years' credit and risk management experience gained within a leasing organisation or international bank, ideally with extensive knowledge of the French market. You should be expert in the analysis and interpretation of financial information and be able to apply this expertise to the wider issues connected with such complex transactions. To succeed you will need a flexible approach together with an international mindset and excellent communication skills. You should be capable of remaining productive under pressure in a constantly evolving environment where credibility is critical to your success.

This is an exciting and challenging opportunity where you will find enormous scope to progress your career within a truly global organisation. To apply, please write (indicating your current salary) to Ruth Almond or Sandra Bohle at CSA Management Consultants, Century House, Priestley Road, Basingstoke, Hants RG24 9RA, England. Tel: (+44) 1256 818811. Alternatively, fax them on (+44) 1256 356684 or via e-mail at [sandra\\_bohle@csa.co.uk](mailto:sandra_bohle@csa.co.uk)

We are also keen to hear from German speakers who would be interested in similar roles.

**GE Capital**  
European Equipment Finance

\*Trademark of General Electric Company, U.S.A., which is not connected with the English company of a similar name.



An equal opportunity employer

## Invest wisely

## Ethical/Environmental Fund Researcher

Edinburgh

SEAM is the asset management arm of Scottish Equitable plc, a leading provider of investment products through independent financial advisers. Funds under management have increased threefold over the last five years and are now over £17bn.

Ethical business represents an important and growing part of our product range and we are now looking to add to our ethical and environmental research resources in order to support new product initiatives.

Reporting to the Ethical Fund Manager, you will perform research on companies using our established ethical and environmental criteria with a view to making recommendations for inclusion in the fund. You will keep up to date with developments in ethical and environmental issues in general, and in the companies you research. You will communicate these views to the fund manager and to our client base, this will include making presentations to independent financial advisers and writing reports for policy holders.

Experience of research or business development within the ethical and environmental investment arena is preferred. However if you have a good degree, excellent communication skills and a demonstrable interest in ethical and environmental issues we would like to hear from you.

We offer a very competitive salary and flexible benefits package which includes a non-contributory pension scheme and a subsidised mortgage facility.

Please forward your CV, stating current salary details, to: Colin Ross, Personnel Department at Scottish Equitable plc, Edinburgh Park, Edinburgh EH12 9SE. Closing date: Wednesday 27th May 1998.



Your Opportunity to Join the Fastest Growing Market

## Commodity Traders

Succeed with a Dynamic Organization in the Fast Growing Financial Markets for Electric Power  
St. Louis, Missouri, USA

AmerenEnergy is the national trading and marketing subsidiary of Ameren Corporation, a \$8-billion asset energy company based in St. Louis, MO, USA. AmerenEnergy trades electricity and natural gas, and offers a wide range of energy-related services and risk management products to select wholesale and retail customers. AmerenEnergy's headquarters and state-of-the-art trading floor are located in downtown St. Louis.

## The Position

- > Trade electricity, natural gas and other energy related products
- > Build business in expanding market
- > Regional responsibility, drawing on entrepreneurial skills to create market opportunities for business and personal reward

## Qualifications

- > Three to five years experience in futures, financial or physical markets
- > Energy experience desirable
- > Highly motivated, energetic, organized professional, able to flourish in an entrepreneurial culture
- > Superior educational credentials

Please send your CV with current salary details to:

AmerenEnergy, Management Recruiting, PO Box 1111, St. Louis, MO, USA 63188

Alternatively, send by fax on 314.613.9123 or e-mail to [Opportunities@AmerenEnergy.com](mailto:Opportunities@AmerenEnergy.com)



## les Echos

Le Quotidien de l'Economie  
The FT can help you

reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

For information on rates and further details please telephone:

Karl Loyman on +44 171 873 3694

## NOKIA

CONNECTING PEOPLE

## Flynn MacKenzie

International Fund Income  
Portfolio Manager

Medium-sized mutual fund firm, with strong track record, seeks experienced analyst/manager to join international fixed income team. Requirements include international experience and good presentation skills. Outstanding location. Salary: Competitive.

Please send resume:

by Management, Inc.  
Box 6007  
Boca Raton, FL 33431  
Attn: Mary Jane Santoro

## MANAGER RESUME

High profile and dynamic private company seeks an individual, aged 24-30, to be trained by Senior Manager with a view to replace him. Suitable candidates should have a career with responsibility and excellent communication skills. Please contact:

DREW GARLICK  
0171 836 2798

## Appointments

Advertising  
appears in the UK

edition every

Wednesday &

Thursday and in the

International edition

every Friday.

For information on

advertising in this

section please call

Keeley Pope on

0171 873 4006

Financial Times

## Lloyds Bank

Private & Institutional client funds  
Competitive Package

Investment Management Services (IMS) is the central investment unit of Lloyds Bank International Private Banking, which has its headquarters in Geneva. The unit is responsible for managing private client assets and 31 investment funds. We seek to hire a senior asset manager to manage large private clients portfolios as well as institutional clients portfolios.

For this position, candidates should be aged 30-40, university graduates in Economics or Business Administration, with a professional diploma (CFA, CFP, etc.), team players with minimum 5 years experience in asset management. English is our working language. Knowledge of French and German a plus. Preference will be given to candidates with good track records in asset management (either of investment funds or of discretionary managed accounts) and in financial analysis.

Applications should be addressed to:

LLOYDS BANK Plc  
S. Luffin, Personnel Department  
Case Postale 5145  
1211 Geneva 11

## MCM

## MTNWATCH

## Senior Analyst

MCM Europe Ltd is looking for an Analyst/Report to join MTN WATCH, its new product available on Reuters covering the Euro Medium Term Note market. The ideal candidate will have one of the following backgrounds:

- European fixed income sales, trading, origination or coverage
- Credit analysis for a recognised ratings agency
- Capital markets journalism

Candidates without journalistic experience must be able to demonstrate the ability to produce crisp and lively copy. All applicants must have the confidence and communication skills required to interview senior treasury and funding officials and leading market participants.

MCM can offer a highly competitive package to the right candidate. Call, E-mail or Fax, Mike Tims, AVP MTN Watch Service Director in confidence.

Tel: +44 (0)171 378 7273 Fax: (0)171 357 7369 E-mail: [mike.tims@mcm.com](mailto:mike.tims@mcm.com)

Our client is one of the leading organisations in the field of tax consultancy in The Netherlands, and a member firm in a larger international network. They have built up a strong practice in advising multinational enterprises in the area of Transfer Pricing and due to further expansion we are looking for a (Senior) Tax Adviser (m/f) who is specialised or interested in Transfer Pricing to join the Amsterdam office.

## TRANSFER PRICING SPECIALIST

(SENIOR) TAX ADVISER

Ideal candidates will have experience in Transfer Pricing. They will be able to think independently, effectively manage a portfolio of complex projects, and will have the personal qualities to achieve and maintain access and credibility within our clients international community. The ability to communicate findings and recommendations clearly to clients and to participate in the decision-making process will be vital.

## Main tasks:

- Advising multinational enterprises on Transfer Pricing issues
- Carry out financial and statistical research (including benchmarking)
- Writing Transfer Pricing reports
- Support in researching the various economic, legal and tax aspects of transfer pricing
- Support of tax audits and court cases
- Being able to set up Transfer Pricing Department

## Qualifications:

- A graduate with a university degree in business economics with affinity for taxation
- Interested in Transfer Pricing
- Good communication abilities
- Strong commercial skills
- Fluency in verbal and written Dutch and English
- At least 6-8 years relevant experience
- Age between 30 and 35

Location: Amsterdam, The Netherlands

Salary indication: \$ 75,000 plus

## Position:

In addition to a very good basic salary there will also be a comprehensive benefits package and an exciting position to join a team of international Transfer Pricing specialists, full of opportunities for career development (Partner potential).

If your profile fits, please contact Jacqueline Diels on +31.20.504.00.22 or send your CV in English together with an indication of your current salary package details to Nicholson International, 'Rivierstaete', Amsteldijk 166, 1079 LH Amsterdam (fax +31.20.504.00.11) or via E-mail: [amsterdam@nicholson.nl](mailto:amsterdam@nicholson.nl) quoting reference number 98HFT2001.



NICHOLSON  
INTERNATIONAL

Australia Italy Belgium Poland China Romania Czech Rep. France Germany Hungary India Israel Japan Korea Spain Sweden Switzerland Taiwan Thailand Turkey United Arab Emirates

## INTERNATIONAL SALES MANAGER

Location Flexible

PaperClip Software, Inc. develops and markets innovative software products that organize and manage documents, images and workflow for a wide range of users from small workgroups to enterprise-wide systems.

Desired candidate should have experience in sales and/or Electronic Document Imaging International reseller channels and excellent communication and organization skills. Working knowledge of PCs and PC Networks and product demonstration skills required. Some international travel required.

In return, we offer excellent compensation, a complete benefits package, performance incentives and high growth potential. Please respond with resume with salary history to: Human Resources, PaperClip Software, Inc., 611 Route 46 West, Westborough Heights, NJ 07604, Fax 201-329-6321, email [hr@paperclip.com](mailto:hr@paperclip.com)

PaperClip Software Inc. is an Equal Opportunity Employer

## Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For information on advertising in this section please call Karl Loyman on 0171 873 3694



## FRANKFURT BUREAU CHIEF

AFX News is looking for a bureau chief for its Frankfurt Bureau.

Candidates should have wire service experience, knowledge of German companies and financial markets, and fluent spoken and written German.

AFX is a global financial wire service and a joint venture of the Financial Times and Agence France Presse.

Please fax your CV to Igor Reichlin at AFX News on 00 49 69 9303 2824

AFX News is an Equal Opportunity Employer

## SPAIN EQUITY FUND

A private equity fund in Spain seeks manager to direct investment activities in Madrid. Candidates will have a minimum of five years private equity investment experience, strong educational credentials and familiarity with Spanish investment markets. Send resume in complete confidence to:

Savoy International, Inc.  
c/o Plimack Associates  
666 5th Avenue, 14th floor  
New York, NY 10103

## International Sales &amp; Business

growth oriented, entrepreneurial. Develop opportunities & strategy. Latin America, Europe, or Pacific Asia. Salary & Package \$60-120k + benefits, bonus etc.

Economics (US based), Banking Systems, 60k+.

Complete Resumes, Address: Room 64/78 Kingsway, London WC2B 6AJ

Tel: +44 (0) 171 831 6000 Fax: +44 (0) 171 831 6222

Completed resumes to: [Comptel@comptel.com](mailto:Comptel@comptel.com)

## Part Time Associate Lecturers in Management

The Open University Business School is currently expanding its geographical locations and recruiting associate lecturers for new MBA courses in Corporate Finance Strategy and Human Resource Strategies, as well as for the full range of existing courses.

The benefits for practising managers of working with us are:

- Tutor alongside own regular management job;
- Develop yourself through access to up to date management learning resources, and through the experience itself;
- Become part of the success of one of Europe's leading business schools.

## The Job:

- Help diverse and motivated managers to learn and develop;
- Mark and comment on students' assignments;
- Facilitate a management seminar group of around 16 students, approximately once a month and (increasingly) on-line using computer conferencing;
- Provide support and contact to management students through telephone and/or e-mail/computer conferencing.

## Requirements:

- Professional management qualification; or MBA or similar;
- Considerable experience in a management role;
- Some experience or enthusiasm for work as a trainer/teacher or coach/mentor (training given);
- Willingness to use a range of methods including communicating and teaching through new communication technologies (training given);
- Sympathy with supportive and open approaches to learning;
- Desirable: international and/or cross-cultural management experience.

## How to Apply:

To obtain the application package, please write to the following address quoting ref (XBF798), Tutor Office, P O Box 473, The Open University, Walton Hall, Milton Keynes MK7 6AA or e-mail [tu-wh@open.ac.uk](mailto:tu-wh@open.ac.uk). This advertisement also appears, with further information, on the Internet at: <http://www.open.ac.uk/OU/Adm/Adm/TutorOffice/>.

Further information regarding the Open University Business School can be found at the OUBS web site (address below). Please state if you would like the recruitment material on tape.

Black and minority ethnic people and people with disabilities are under-represented with the Open University and particularly within these posts. We are actively seeking to increase our representation from these groups.

Equal Opportunity is University Policy

<http://ubs.open.ac.uk/>

## Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For information on advertising in this section please call Keeley Pope on 0171 873 4006

Financial Times

July 20 1998



## A Prestigious Italian Financial Institution

Is seeking to recruit four highly motivated and experienced professionals for the following positions at its Milan Head Office in the area of its Credit Division engaged in:

### • ASSISTANT TO HEAD OF PROJECT AND LEVERAGED FINANCE (REF. A)

The successful applicant will work in close contact with the Head of the Section in carrying out advisory mandates to develop and implement structured project and leveraged financings. He/she will have the ability to "work outside the box", albeit as part of a team comprising the Head of Section, analysts and other key staff in the Credit Division and to handle financial, technical, market, legal and tax aspects of prospective transactions. His/her duties will include appraising the long-term feasibility of financing propositions involving drafting business plans and sensitivity analyses. He/she will also play an active role in growing the business by attracting new mandates from appropriate counterparties.

Candidates should be nationals of an EU member state and will ideally have gained three to five years' experience in the relevant areas with a leading financial institution, preferably with an international outlook. Fluent Italian and English are requisites, and proven ability in one or more other European languages will be an asset. Remuneration will reflect qualifications and experience and there are attractive prospects for career advancement within a young and dynamic team.

If you believe you meet the requirements for any of these positions, please send us a CV with your telephone number in strict confidence, quoting Reference A, B or C 9825. Your application will be forwarded to our client unless you list companies to which it should not be sent.

### STRUCTURED LOANS

### • ASSISTANT TO HEAD OF EXPORT FINANCE, DEBT SECURITIZATION AND SYNDICATED LOANS (REF. B)

The successful applicant will work in close contact with the Head of the Section in carrying out advisory mandates to develop and implement structured export financings, debt securitizations and syndicated loans. He/she will have the ability to "work outside the box", albeit as part of a team comprising the Head of Section, analysts and other key staff in the Credit Division and to handle financial, technical, market, legal and tax aspects of prospective transactions. His/her role will include appraising the risk profile of syndicated loans, in consultation with the Head of the Section and analysts. He/she will also play an active role in growing the business by attracting new mandates from appropriate counterparties.

### • TWO CREDIT RISK ANALYSTS (REF. C)

The successful candidates for these positions will work in a team with the two Heads of Section and their Assistants in developing detailed risk profiles covering:

- a) project and leveraged financings, including drafting of business plans and sensitivity analyses;
- b) export financings, debt securitizations and syndicated loans with special emphasis on country risk where required.

MONITOR  
RESEARCH

Consulenti di direzione - via Manzoni, 42 - 20121 Milano - Fax 39.2.783916

## Credit Analyst

Edinburgh

SEAM is the asset management arm of Scottish Equitable plc and part of the AEGON Group, one of the largest financial services organisations in the world. Funds under management at SEAM have increased threshold in the last five years to over £17bn and the fixed interest team currently manages over £6bn.

The search for yield and the advent of the single European market means that credit analysis is becoming an increasingly important part of our fixed income investment decision making process. As a member of the fixed interest team you will work closely with the fund manager responsible for credit portfolios to develop a rigorous credit rating and bond valuation model. Maintaining a working dialogue with AEGON's credit team in the US will also form a key part of your remit and over time it is expected that your responsibilities will include the management of portfolios.

To succeed in this role we are looking for a numerate graduate, BMR qualified or equivalent, with strong PC skills. Whilst an experienced credit analyst would be preferred, consideration will also be given to equity analysts with at least 2 years experience who can demonstrate effective analytical and communication skills.

We offer an excellent working environment with a competitive salary and flexible benefits package which includes a bonus scheme related to fund performance, non-contributory pension scheme and a subsidised mortgage facility.

If you have the skills and experience we are seeking and would like to contribute to our future success, please apply in writing only, enclosing a CV and stating current salary details, to: Colin Ross, Personnel Department at Scottish Equitable plc, Edinburgh Park, Edinburgh EH12 9SE. Closing date: Wednesday 27th May 1998.



## ACCOUNTANCY APPOINTMENTS

# GLOBAL HEAD OF AUDIT

CITY

This UK based Plc with 10,000 employees in 300 offices worldwide has built a reputation as being a leader within its sector of the financial services markets.

As the group continues to move forward the need has arisen to recruit a senior audit professional to take on global responsibility for reporting on the adequacy and effectiveness of the group's systems of Internal Control, to the audit committee. The successful candidate will be expected to develop and maintain strong working relationships with internal clients and external auditors alike to ensure effective use is made of all resources.

The ideal candidate will have specialised in the application of modern auditing

techniques and will have experience of supervising staff at management level.

He or She will fit the following profile:

- be a professionally qualified ACA
- have a strong financial services background, with at least 10 years experience
- have the ability to advise and act in a consulting role whilst maintaining the highest standards of professional independence
- be able to demonstrate a commitment to the auditing profession with a view to driving the team forward

£ EXCELLENT

• be capable of communicating at all levels and challenging senior management on points of contention

The above position is an exciting prospect for someone looking for an interesting professional working environment. Interested applicants should send a detailed Curriculum Vitae stating package to David Chancellor at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Tel: 0171 379 3333. Fax: 0171 915 8714.

E-mail: david.chancellor@robertwalters.com Web: http://www.robertwalters.com You may also apply via [http://taps.com/Robert\\_Walters](http://taps.com/Robert_Walters) quoting reference RWR2.



ROBERT WALTERS ASSOCIATES



LONDON WINDSOR AMSTERDAM BRUSSELS FRANKFURT NEW YORK HONG KONG SINGAPORE SYDNEY MELBOURNE BRISBANE WELLINGTON AUCKLAND JOHANNESBURG

# Control Your Destiny Or Someone Else Will

Jack Welch, Chairman & CEO

Open Day

Global Finance Opportunities

GE is the highest market value industrial company in the world (\$278 billion). Operating in 12 key businesses as diverse as manufacturing, media and financial services, GE has a AAA rating and 1997 revenues of \$90 billion. Strong growth is achieved both organically and by acquisition.

Built on 120 years of innovation, GE provides opportunity for those who have a vision, with the energy and confidence to pursue it. The success of the Group is founded on the basic principles of Value, Service and Productivity.

GE is hosting an open day on Saturday 13th June 1998 for high calibre finance professionals from newly qualified to CFO level.

Activities will include: keynote speakers and workshops covering topics such as integration/acquisition, the Euro, quality and controllership.



An equal opportunity employer

Candidates will:

- Be degree educated and hold a recognised accounting qualification.
- Have enormous energy and the ability to energise others.
- Be strong communicators with drive and a high degree of professionalism.
- Set aggressive goals and understand accountability and commitment.
- See change as an opportunity not a threat.

If you feel you meet these criteria and would like to talk to GE about opportunities, please contact our retained consultants promptly as there are limited places available.

Interested candidates should contact Gary Watson at Michael Page International by sending a detailed curriculum vitae to Page House, 39-41 Parker Street, London WC2B 5LN. Alternatively, telephone him on 0171 269 2251 or fax 0171 242 1020. e-mail: gary.watson@michaelpage.com

GE

\*Trademark of General Electric Company, U.S.A., which is not connected with the English company of a similar name.

## Regional Banking Audit

International Investment Bank Based in Hong Kong

Excellent career opportunity in Asia

Our client is a premier international investment bank with a well established presence in the Asia Pacific region. As a result of expansion and its renewed focus across the region, the internal audit department is recruiting to increase its team. Positions exist at both junior and senior levels.

Reporting to the Regional Head of Internal Audit, you will undertake a regional role in assessing the client's overall risks, reviewing key controls across existing and new businesses and assessing and developing controls over new products. Ideally, you will be a qualified accountant with at least four years experience gained in a 'Big 6' firm working with banking

clients or, alternatively working within a financial institution. A strong knowledge of fixed income products would be a distinct advantage. You must be assertive, committed and hardworking. Fluency in English and strong interpersonal skills are also essential to enable you to liaise internally and externally, as is a willingness to travel. You should also be able to demonstrate a high degree of pro-activeness and initiative and the ability to work under pressure and in a team.

Interested applicants should contact Joanna Adolph at Michael Page City, 50 Cannon Street, London EC4N 6JJ, or telephone her on 0171 269 1840. Please quote ref 421909. e-mail: joanna.adolph@michaelpage.com

Michael Page

CITY

London • New York • Paris • Amsterdam • Frankfurt • Milan • Madrid • Hong Kong • Singapore • Sydney

## Chief Financial Officer

Ghana/West Africa

£ Attractive + Expat Benefits

MIC (Millicom International Cellular SA) is one of the fastest growing and most exciting global cellular communications companies operating today.

Holding over 30 cellular licences worldwide, they provide cellular communications to countries where rapid economic growth and limited telephone services combine to create a significant demand for the companies products.

Millicom's operation in Ghana is the leading cellular company in an increasingly competitive market. To maintain its role as industry leader and to continue expansion by increasing both the customer base and the geographical coverage, its financial team's contribution is critical.

The company now requires a CFO to lead that team, to provide strong financial leadership and consolidate their position as Number 1 in the cellular phone market.

You will also:

- Support the Managing Director with efficient handling of key regulatory, fiscal and tax matters.
- Prepare monthly reports and analysis for parent company.
- Analyse and interpret key performance indicators to maximise the revenue.
- Develop and manage state-of-the-art IT solutions.

You will hold a recognised international accounting qualification, be ambitious, self motivated and able to effectively demonstrate either a track record in a similar role or the potential to succeed in this environment.

Please send your curriculum vitae to Jonathan Stokes at Michael Page International, Page House, 39-41 Parker Street, London WC2B 5LN, or fax on +44 (0)171 831 3440, quoting reference 420290 e-mail: jonathanstokes@michaelpage.com

Michael Page

INTERNATIONAL

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## Financial Director

Commercial role for an IT orientated finance professional

Hamble, S Hants c £45,000 + Car + Bonus & Benefits

Marina Developments Limited (MDL) is the largest marina operator in the UK. With a unique portfolio of high quality marina operations in 16 prime locations, it has a turnover of £15 million and employs 220 staff. The business provides a wide range of leisure and services facilities to the boat owner, both directly and through commercial tenants, from berthing to storage, restaurants to chandleries, fuelling to repairs.

An opportunity has arisen for a finance professional to take responsibility for both the finance and IT functions to provide financial and management control via effective management information systems. Through a staff of eight in finance and IT, the incumbent will provide:

- Timely financial and management information.
- Budgets, forecasts and long term planning.
- Cash and treasury management.

- Assessment of capital investment proposals, including acquisitions and disposals.
- The role also involves implementation of a new IT application for marina management, plus co-ordination of the ongoing needs for IT service and support of a multi-site operation.

Candidates will be qualified accountants with experience gained in the property or leisure sectors. Of primary importance is the ability to demonstrate extensive skills in presentation and development of quality management information in a highly IT systems orientated environment. Good interpersonal skills will be complemented by drive and determination to contribute to the commercial development of the company.

Interested candidates should forward a CV to Jonathan Ross at Michael Page Finance, 33 Blagrove Street, Reading, Berkshire RG1 1PW. Fax 0118 956 1657. Ref J421005 e-mail jonathan.ross@michaelpage.com

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Spain - Singapore - UK - USA



Marina Developments Ltd

## Financial Controller

Surrey

£50,000 Package + Car Allowance

With global turnover of \$1.9 billion in 1997, Black & Veatch, one of the largest and most diversified international engineering and construction organisations has continued to expand its activities both organically and via acquisition.

The UK and Central European Division with a turnover \$150 million has a requirement for a Financial Controller to join their management team.

Working closely with and providing cross-functional support to the management team, the emphasis is on action orientated and commercial input within an ever changing environment.

Key priorities will include:

- Maintaining and developing financial controls and probity.
- Ensuring that management information supports effective decision making.

- The development and full utilisation of Internal MIS.
- To functionally provide review and analysis of management information.

Suitable candidates will be qualified accountants, aged between 30-45 who are well versed in corporate reporting and analysis and can indicate strong commercial awareness.

Additionally, excellent interpersonal skills are essential as the successful candidate must possess the ability to develop and motivate staff and be a proactive member of the management team.

Interested candidates should forward a comprehensive CV, together with current remuneration details to Alistair Robinson, Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG, fax 01372 370101, quoting ref 422301. e-mail: alistair.robison@michaelpage.com

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

## Country Finance Director

Based in the Midlands

£ To Attract The Best

Plastic Omnium is recognised as a world leader in the manufacture of engineered plastic products for use in a range of applications including components for automotive interiors, exteriors and fuel systems, municipal services, high performance plastics and components for use in the medical and pharmaceutical industries.

The Group is in the forefront of technical innovation within its core markets employing the very latest world class manufacturing techniques in meeting the requirements of a prestigious client base.

Plastic Omnium operates more than 50 factories worldwide, in 20 countries on four continents. Plastic Omnium Limited operates in several locations in the UK. Whilst the Group is French owned, it can genuinely claim to have a truly international culture.

Due to continued expansion, Plastic Omnium Limited now wishes to appoint a senior finance executive to take responsibility for its UK operations.

As the most senior finance specialist in the UK, the successful candidate will report to the UK Managing

Director and will have a strong functional link with the Group finance headquarters in France.

The role will include responsibility for the tax, legal and company secretarial affairs of the UK businesses and their financial statements. This will include the associated consolidation and the provision of assistance and back up to the subsidiaries as necessary. In addition, the successful candidate will be responsible for the development of information systems including the implementation of new systems as appropriate. Furthermore, the role will also include responsibility for the internal audit and treasury management of the UK operations, in accordance with Group policy.

This is a senior appointment to the UK business and as a result it is anticipated that candidates will be aged at least in their mid 30's with a number of years relevant experience within a blue-chip environment.

Interested candidates should apply enclosing a full CV and covering letter to Andrew Jones, Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham, B4 6QD, quoting reference number 418546 or e-mail: andrew.jones@michaelpage.com

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA



PLASTIC OMNIUM

BRAITRIM

## Financial Controller

North London

To £50,000 + Car + Benefits

With a current turnover in excess of £50 million and an enviable record of profit growth over the last decade, Braitrim are well placed to achieve further success. As a market leading international supplier of product packaging to blue-chip retail and fashion industry customers, the company uses state-of-the-art techniques to meet an ever growing demand. Plans for the future include further international expansion and possible flotation. Reporting to the Financial Director, you will be responsible for the management and continued development of the accounting function. Specific responsibilities will include:

- Providing comprehensive financial and commercial support to division heads and operational managers.
- Developing financial strategy, monthly forecasting and budgetary control.
- The production of management and statutory accounts.

- Managing a team of accountants overseeing five UK divisions and all overseas subsidiaries.
- Treasury and cashflow management.
- Developing financial systems and processes.

The successful candidate will be a dynamic qualified accountant with at least three years post qualification experience within a commercial environment. They will be committed to continuous improvement and have the ability to communicate and influence at all levels. French and/or German language skills would be an advantage, as would a familiarity with the Yellow Book.

Please send your CV with covering letter stating your salary details to Simon Keating, quoting reference 421129, at Michael Page Finance, Page House, 59-61 Parker Street, London WC2B 5LN, or fax on 0171 831 2354. Alternatively, e-mail: simon.keating@michaelpage.com

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

## FINANCE DIRECTOR

Leading International Actuaries and Consultants

## European Financial Controller

OUTSTANDING OPPORTUNITY FOR A FAST TRACK ACA

c.£50,000 + Benefits

Central London

As one of the largest real estate organisations in the world, our client enjoys an enviable reputation for revolutionising the industry through their building design, operations and management. Headquartered in Houston, Texas, they have an extensive network of offices across the US and in nine locations across Europe. The company has significant expansion plans in place which will increase its current investment value to more than \$2.0 billion and expand its international presence, providing services to clients on a truly global basis. They now seek an exceptional finance professional to complement their senior management team based in their European Headquarters.

Reporting to the Finance Director you will be responsible for the day-to-day financial management for this division. Key responsibilities include:

- Production of timely financial and management accounts, implementing financial controls, systems and policies across Europe.

- Preparing detailed management reports including budgets, cash flows, forecasts, assisting with strategic planning and providing commercially focused management information.

- Providing assistance with start-up operations; including setting up new offices and recruiting, training and developing accounting staff.

Candidates will be ACA qualified with a minimum of three years experience gained within a fast moving commercial organisation with experience of formulating and implementing financial controls within an international environment. This is a challenging and demanding role which will require a grasp of day-to-day management as well as the ability to make a significant contribution to the performance and profitability of the business. Travel to regional offices is required and fluency in an additional language would be useful.

To apply, please send your CV with a covering letter, indicating salary requirements and current salary details, to Harvey Nash plc, 12 Bruton Street, London W1X 7AH. Tel: 0171 233 1433. Fax: 0171 233 0322. Please quote reference number H4601. You may also apply via <http://mapoint.harveynash.com>

HARVEY NASH

FINANCE

Epsom



BAACON & WOODROW  
Accountants and Chartered Accountants  
Internationally Woodrow Hillman

Six Figure Package

Our client is a leading actuarial consultancy partnership offering a comprehensive range of services and advice across a broad spectrum of financial sectors. The partnership is one of the largest independent firms of their kind in Europe with a global network of offices and their loyal client base includes an impressive array of prestigious organisations. The practice is currently undergoing a significant, all embracing change management programme, focusing on business development as well as strategic and profitable growth. This initiative will comfortably place the firm as one of the major forces in its market, well into the next Millennium.

### THE POSITION

- Reporting to the Managing Partner, undertake full executive participation, working with the Management Board to define, develop and drive the firm's growth and change management strategy.
- Lead, manage and motivate the finance function, ensuring the structure, resources and operating practices effectively support the firm. Develop team members for future career progression.
- Ensure the production and reporting of timely, accurate and effective financial and management information which meets the current and future needs of the business.
- Develop the finance function to pro-actively add value to the partnership through the analysis and interpretation of results, trends and financial indicators.

### QUALIFICATIONS

- Qualified Accountant, probably in your 30's-40's, with experience of running a finance department that is committed to implementing best practice procedures and adding value.
- Post qualification experience gained in leading financial or professional services firms that are ideally partnership environments.
- Intellectually bright with the gravitas and maturity to influence and contribute at a senior level. Team building approach and participative management style.
- Excellent influencing and communication skills, the ability to build effective relationships across the business and a strong determination to deliver.

This is an outstanding opportunity to join a prestigious partnership at an important stage in their development. Interested candidates should write, enclosing full current and current salary details, quoting reference 2432 to the advising consultants Sharon Glenawey or Julie Gilgrie, Consumer Division, Questor International, 3 Burlington Gardens, London W1X 1LE. Telephone 0171 292 8300 Fax 0171 287 5457. e-mail: [info@questorint.com](mailto:info@questorint.com)



QUESTOR INTERNATIONAL

To £60,000 + bonus & benefits, options

Major UK Quoted Multinational

London

## Head of Internal Audit

Internal promotion has created an excellent opportunity for a talented finance professional to join this highly regarded quoted £3 billion turnover UK group with significant overseas operations, particularly in the US. Influential remit to establish best audit practice and introduce progressive new methodologies as the business expands both organically and through acquisition. A senior entry point with real potential to move into the line.

### THE ROLE

- Reporting to the Group FD and the Head of the Audit Committee, providing leadership and guidance to the established UK and US internal audit departments, promoting a proactive stance to assist senior divisional line and financial management.
- Supporting the Group FD in maintaining the quality and robustness of internal controls and championing best practice in the operating companies.
- Developing appropriate new methodologies, including self assessment, and monitoring post investment performance of major capital expenditure programmes.

### THE QUALIFICATIONS

- Bright, ambitious, graduate ACA, aged 30+, with audit experience gained in an international firm or a major corporate with global operations. Line experience advantageous.
- Highly commercially aware with the ability to communicate effectively the implications of audit findings, challenge accepted practices and help deliver better bottom line performance.
- Team player with strong interpersonal and leadership skills, able to negotiate in a resourceful and diplomatic fashion. Prepared to travel extensively with the potential to progress within the group.

Leeds 0113 230 7774  
London 0171 298 3333  
Manchester 0161 499 1700

Selector Europe  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref: TNS/26236-2/5A,  
16 Cornhill Place,  
London EC4A 3TR

Deloitte & Touche

London

c£100,000 + Bonus

Our client is a market leader in the leisure sector. The company has entered a period of significant and sustained expansion and expects to double in size in the next two to three years, through both acquisition and organic growth. In such a dynamic environment the role of the Finance Director is critical to achieving these goals.

As a member of the Board, and reporting to the Chief Executive, you will assume full responsibility for the finance function, leading a team of qualified accountants. In this results orientated business, where key personnel are rewarded on the basis of financial performance, managing the budget setting and review process and continually improving the presentation and dissemination of financial and management information, are critical responsibilities for the Finance Director. You will work closely with the Chief Executive, managing investor and banking relations and will be involved in formulating the long term strategy for the business.

The ideal candidate will be a graduate qualified accountant with outstanding technical skills and a very hands on style. Meticulous attention to detail is paramount in this role, as well as an aptitude for financial modelling.

To apply, please send a copy of your CV including current salary details to Charlotte Cole quoting reference 7099/5 at Deloitte & Touche, Stonecutter Court, 1 Stonecutter Street, London EC4A 4TR.

CHARTERED ACCOUNTANTS

0171 230 1520



## LEADING-EDGE TECHNOLOGY CONSULTANCY

FINANCE  
DIRECTOR

## Six figure package + share option potential

SURREY

This is a rare opportunity to join a dynamic team that is at the forefront of the provision of IT services and products. In a premium position in its sector, this organisation has a clear strategic vision to maintain and drive forward its continued growth and success.

The company has grown rapidly over the last three years and now needs an exceptional and entrepreneurial Finance Director. The role will be demanding in that it requires the ability to work with a young and flamboyant management team that expects results. The right individual will be focused and enthusiastic with an excellent communication style.

## The Position

- Direct the Finance, Infrastructure and IT functions.
- Conduct corporate finance activities such as preparation for public flotation, M&A work and capital restructuring.
- Manage the relationship with external professional advisors and the city.

## The Requirements

- Qualified accountant with commercial experience gained within a product/services focused organisation.
- Strong Corporate Finance expertise.
- Innovative and proactive with the ability to manage rapid change.
- Confident and robust personality to fit into a creative and energised culture.

Please send your CV with current salary details to: Sara Kenderline-Hair, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 90532A/04.



Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@kornferry.com. Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

## FUND MANAGEMENT

## HEAD OF FINANCE &amp; OPERATIONS

c. £100,000

CITY

Our client is the fund management arm of one of the largest universal banking groups in the world and is represented in over 300 cities across 31 countries worldwide.

This London-based fund management company is currently experiencing rapidly expanding business levels, as part of a group with over \$16 billion funds under management worldwide. An outstanding opportunity has now arisen for a high-calibre and hands-on Head of Finance and Operations to provide financial, operational and commercial leadership to this business, with responsibility for assisting in its further growth.

## The Position

- Report to the Managing Director, with responsibility for managing the finance and operations functions.
- Assist the Managing Director in evaluating and monitoring new business developments to ensure the strategic growth of the firm.
- Ensure the company's finance and operational strategy supports its broad business objectives.
- Manage and motivate a small and established operations team.
- Develop strong working relationships with senior executives both internally and externally.

## The Requirements

- A high-calibre qualified accountant, ideally ACA/FCA, with a proven track record in financial services; ideally fund management.
- Commercially astute, with first-class interpersonal skills, capable of interfacing with senior executives, yet able to motivate staff.
- Excellent financial and analytical skills, with a strong attention to detail.
- Innovative and proactive approach, with the ability to manage and execute change in a growing business.
- Strong IT skills, and problem-solving capabilities, with a high level of motivation.

Please send your CV with current salary details to: Sara Kenderline-Hair, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 90530A/04.



Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@kornferry.com. Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

## MORGAN STANLEY DEAN WITTER

## Senior Manager - Financial Control

Excellent Package

London

Morgan Stanley Dean Witter has a reputation as one of the world's leading financial services firms. Central to the firm's success is its commitment to recruit and develop individuals capable of enhancing its proven record of innovation and achievement.

## THE POSITION

- New role. Provide accurate and timely financial advice to various trading desks and support functions.
- Develop strong relationships with tax, treasury and legal departments. Be a key contributor to the financial controllers team.
- Take ownership of and oversee implementation of specialist accounting initiatives to improve management information/reporting and overall operational effectiveness.

## QUALIFICATIONS

- Graduate qualified accountant (preferably ACA). Minimum four years' PQE gained within financial institution or leading accountancy firm. Strong knowledge of wide range of banking products.
- Commercially astute and technically strong. Understanding of US GAAP and SFA regulations desirable. Proven record of project management to tight deadlines.
- Excellent communication skills. Confidence and credibility to operate and influence at senior level. Lateral thinker and self-starter. Thrive in an open environment.

Please send full cv, stating salary, ref PS805H2, to NBS, 21-26 Garrick Hill, London EC4V 2BX. Fax: 0171 489 0696. Email: [richardp@nb-selection.co.uk](mailto:richardp@nb-selection.co.uk). Tel: 0171 379 1070

Aberdeen • Birmingham • Bristol • Cardiff • City • Edinburgh • Glasgow

Leeds • London • Manchester • Radlex • Slough • Frankfurt • Madrid • Paris

NB Selection



Recruiting Excellence

A BNB Resources plc company

ISO 9002 Registered

## Group Tax Manager

International Blue Chip Plc

To £60,000 + Car + Benefits

North West

Unique opportunity for first rate tax professional to create a centre of excellence in this internationally renowned major British group.

## THE COMPANY

- Respected market leader in processing and engineering with significant recent acquisition. Growing internationally. £1.5 billion turnover.
- Reputation for technical excellence, quality and innovation.
- Worldwide presence with subsidiaries/offices in North America, S.E. Asia, Europe and Far East.

## THE POSITION

- Opportunity to gain board level exposure within a major plc environment.
- Provide a source of strategic tax direction across the group. Minimise tax liabilities for both domestic and international businesses.

- Manage a small, specialist team creating and implementing new systems and training strategies.
- Interact effectively at all levels of staff including board level. Co-ordinate external contacts with Inland Revenue and professional advisors.

## QUALIFICATIONS

- Ideally ACA and ATU. Minimum 5 years' PQE in a corporate tax environment, preferably in an international setting.
- Knowledge of tax planning, acquisitions, joint ventures and reorganisations.
- Proven manager and negotiator. Excellent communications skills.

Please send full cv, stating salary, ref MN80501FT, to NBS, PO Box 63, Wilmslow, Cheshire SK9 5FG. Fax: 0541 500 001. Email: [nbsresponse@nb-selection.co.uk](mailto:nbsresponse@nb-selection.co.uk). Tel: 01625 539953

Aberdeen • Birmingham • Bristol • Cardiff • City • Edinburgh • Glasgow

Leeds • London • Manchester • Radlex • Slough • Frankfurt • Madrid • Paris

NB Selection



North West

A BNB Resources plc company

ISO 9002 Registered

## Financial Reporting Manager

Package to £38,000

Wiltshire

British/American Financial Services (BAFS) is the common identity for B.A.T. Industries' UK financial services businesses. Continued growth and future expansion plans have led to an opportunity for a high calibre financial professional within the Swindon finance team.

Reporting to the Group Accountant, you will be leading a small team responsible for preparing and reporting the results of the Allied Dunbar Group, as well as supporting financial reporting for other BAFS businesses. Operating with a wide remit, key responsibilities will include:

- working closely with our various business units to develop and enhance financial reporting processes and controls;
- responsibility for the reporting of interim and annual financial results under both UK and International GAAP;
- advising on accounting policy and practice;
- managing and enhancing financial reporting systems;
- ad-hoc projects including financial analysis and participation in multi-functional teams.

A graduate with an impressive academic background, you will be a professionally qualified accountant with up to three years' post qualification experience. You will have a proactive and commercially focused approach with strong technical skills. It is essential that you possess the ability to communicate with and influence others, at all levels, in the Group.

In return for your commitment, you can look forward to the career prospects you would expect from an organisation of our calibre and a flexible salary and benefits package (including relocation where applicable) which you can tailor to meet your personal needs.

To apply, send a comprehensive CV, including details of current remuneration, to: Jacqueline Cornell, Personnel & Organisation, Allied Dunbar Assurance plc, Allied Dunbar Centre, Station Road, Swindon SN1 1EL.



Esprit



We are committed to Equal Opportunity and welcome applications from all sections of the community.

COUNTRY  
CONTROLLERMiddle East/  
Far East

Expatriate Package

Schlumberger

HW

A BRAND OF THE HW GROUP

Established in 1919, Schlumberger has grown into a multi-national corporation operating in all the continents of the world.

Through its two main sectors of Oilfield Services & Measurement and Systems, the Company has an enviable track record for providing growth. The Group employs 57,000 people, has an annual turnover of nearly \$9bn, and produced a profit in 1996 of \$0.9bn.

**The Role:** Due to continued worldwide expansion, Schlumberger is looking to recruit a Country Controller within the Middle/Far East. This position will involve working alongside general management in order to grow the business. The main function will be to provide financial information to the business unit, predominantly from an analytical standpoint.

**The Candidate:** Schlumberger offers an excellent opportunity to join a high profile company with a strong work ethic where drive, ambition and a desire to succeed are all essential qualities. You will possess a recognised accountancy

qualification and/or an MBA. This multi-cultural environment requires you to demonstrate excellent communication skills combined with an analytical approach. The ideal candidate will be fluent in at least one international language, furthermore, a Middle/Far East dialect would be a distinct advantage but not essential.

In return, you will be offered an expat package in conjunction with the prospect of a challenging and exciting career.

Interested candidates should apply with full career details to: Chris Harding or Gillian Bowler at Harrison Willis International, 39-40 Abchurch Lane, London EC4N 3DF, United Kingdom. Tel: +44 171 344 5146. Fax: +44 171 344 0361. E-mail: [international@hwgroup.com](mailto:international@hwgroup.com). Internet: [www.hwgroup.com](http://www.hwgroup.com)

HARRISON  
WILLIS

INVESTOR IN PEOPLE

## An outstanding international

MANAGER  
GROUP FINANCE AND SYSTEMS

Salary CHF 115,000 + Relocation + Bonus

Our client is a high technology manufacturing business which holds the number one position in each of the market segments in which it operates. The Group is headquartered in Zug, Switzerland with production facilities in Europe and USA, and further offices worldwide.

As part of a major programme to improve the efficiency of financial and management reporting systems across the organisation, they are looking to appoint an individual with responsibility for the ongoing development and implementation of this programme. The successful candidate will join a small, highly professional and proactive team responsible for all aspects of financial management and control of the Group.

A key element of this challenging, hands-on role will be the development of accounting policies, procedures and management information, with particular emphasis on

For further information, please contact Louis Tomazou (quoting ref: 90532A/04) on (+44) 171 209 1000 or send/fax your CV to FSS Financial, CH House, 14 Windmill Street, London W1P 2DY. Fax: (+44) 171 209 1001. E-mail: [lt@fss.co.uk](mailto:lt@fss.co.uk) or visit our website at [www.fss.co.uk](http://www.fss.co.uk)



FINANCIAL

## Finance Director

Young, fast developing plc

North West

c.£70,000 + Bonus + Benefits

One of the success stories of the 1990s, this quoted group, capitalised at £200 million, has firmly established itself as the leader in its field. The company has gained an enviable reputation for innovation and is set to continue its remarkable growth by capitalising on opportunities in the UK and abroad whilst also establishing a wider group base.

This position has been created directly as a result of group re-organisation. The role will encompass all aspects of financial management of the group with specific financial control of the principal subsidiary and the company secretarial functions. Key tasks will include:

- providing business financial vision, advice and control;
- developing and implementing the company and group financial strategy and evaluation of group investment opportunities;

contributing to broad business development as part of the executive management team.

The successful candidate will be a graduate calibre and energetic qualified accountant with a proven track record of strong financial management. The selected individual must be capable of motivating others in pursuit of customer service and business excellence whilst ensuring accuracy of reporting within an expanding and fast moving environment. A positive approach to achieving business objectives together with first class communication skills will enable the person to contribute fully to the enthused and dynamic team approach to the business.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 97889N on both letter and envelope, and including details of current remuneration.



PARK HOUSE, 6 KILLINGBECK DRIVE, LEEDS LS14 6UF.  
TEL: 0113 248 4848. FAX: 0113 248 4852.  
A GKR Group Company

# International Tax Director

Paris, France

Substantial package

A wholly owned subsidiary of General Electric Company, GE Capital Services is a unique and dynamic service organisation whose activities span the globe through a network of 27 highly-focused businesses.

GE Capital Real Estate is a full service real estate investor with \$16 billion of assets. Far more than a capital provider, GE Capital Real Estate provides financing solutions and customised high value services for commercial real estate properties. Transaction size ranges from \$1 million to over \$1 billion - activities encompass loans, recapitalisations, equity and selective purchases of loans or properties. Services include asset management, loan servicing and pension advisory.

The Global Tax Director (based in Stamford CT) now seeks to recruit an International Tax Director who will operate from the new European headquarters in Paris. In strategic partnership with him and a creative business team, you will manage the tax issues associated with the integration of acquisitions, as well as providing advice and counsel on acquisition proposals for the European, Nordic and Asian businesses (in fact all locations outside North, Central

and South America). You will combine your responsibilities as an international tax strategist with a commitment to achieving end results, and thus deliver ultimate value.

To qualify for this high profile role you will currently work at a senior level (8+ years post qualification experience in taxation) with a leading law or accountancy firm in continental Europe or the UK. Alternatively you may already be working as a senior tax specialist within the real estate sector, or conceivably in a front office role within an investment bank. With excellent practical international tax exposure, you will be recognised as a driving force and source of innovation throughout transactions. Naturally you would only consider a career move that would seriously enhance your future prospects.

French language skills are ideal, but are not a prerequisite.

Please forward a comprehensive resume and covering letter to our retained adviser: Matthew Phillips, Bower Morris, 179 Queen Victoria Street, London EC4V 4DD. Telephone: (+44) 20 7171 4333. Fax: (+44) 171 463 0740. e-mail: matthew.phillips@bowermorris.co.uk



An equal opportunity employer

GE Capital Real Estate

\*Trademark of General Electric Company, U.S.A., which is not connected with the telephone company of a similar name.



## GENERAL MOTORS

### INTERNATIONAL FINANCE OPPORTUNITIES

Frankfurt based

Very attractive DM salary and benefits package

With manufacturers including Saab, Vauxhall, Opel and Cadillac, General Motors is one of the largest companies in the world. Turnover is in excess of \$160bn and the company employs over 600,000 people world-wide. This department is responsible for reviewing GM's European operating activities and acts as a genuine business partner to management. It is viewed as a talent pool for future finance executives and offers outstanding international career opportunities.

#### Tasks and responsibilities:

- Perform high-level operational audit reviews in Germany, Austria, Switzerland, Italy, Spain, Portugal, Greece, Turkey, Russia, Czech Republic, Poland and Hungary
- Examine the effectiveness of management systems and internal controls
- Carry out special projects as requested by management (due diligence, best practice, business reviews etc.)

#### Profile:

- 2-5 years audit experience, within a reputable firm of accountants or within the internal audit department of a global company
- Fluency in German and English and any other European language
- Internationally mobile (90% travel)

If you are interested in this opportunity, fax a comprehensive CV to our advising consultant, Maxwell Williamson on +44.171.684.1114 or telephone him on +44.171.684.1112

**RENAIX JORDAN**

Finance and Accountancy Recruitment


**QATAR GENERAL PETROLEUM CORPORATION**

## Internal Audit Manager

QATAR STEEL COMPANY LTD.

This modern Company in the State of Qatar in the Arabian Gulf has 1,200 employees and produces 600,000 tons of steel bars annually.

## Chief Internal Auditor

RAS LAFFAN LNG COMPANY LTD.

This new Company in Qatar will begin production shortly of 5 million tons p.a. of LNG from the huge North Field gas reservoir.

These premier companies in their fields are seeking high-energy professionals to establish modern Internal Audit divisions complying with IIA standards. The successful candidates will have appropriate Bachelor's degrees and CPA or CIA designation. They will be aged between 30 and 45 years with 5 years senior audit experience.

#### Employees Package:

These key management positions offer generous, tax free, married status packages, including accommodation, long annual leave with air fares, free medical, transport allowance, and other benefits. Employees enjoy a quality family life-style in Qatar, with access to private colleges, extensive sports and shopping facilities, and international entertainment and tournaments.

#### How to Apply:

Candidates should forward their CV's with qualifications, experience, current salary, availability and contact telephone/fax, with 2 passport sized photographs to

L.A. RECRUITMENT AND MANAGEMENT SERVICES LTD.  
173 UNION STREET, ABERDEEN. AB11 6BB

Tel: (01224) 212929 Fax: (01224) 573845

e-mail: ladar@larrecruitment.co.uk

APPLICATIONS CLOSE ON FRIDAY MAY 22nd, 1998

For more information about QGPC and Qatar please visit our website @ <http://www.qgpc.com.qa>

### Targeting

## Financial Communications Professionals



Dolphin Telecommunications Limited, part of the highly successful Telesystem/TTW Group of Canada, are rolling out Europe's first ever pan-European mobile network. TTW's current stock market capitalization is approximately US\$1.5 billion. Dolphin is the largest provider of SMR services to the mobile workforce market in Europe, with existing operations in the United Kingdom, France, Germany and Spain. Targeting the "professional mobile communications user" and using TETRA technology Dolphin aims to provide all the benefits of digital cellular telephony but with the added features of instantaneous connection, group calling together with high speed data transmission.

Based at their European headquarters in Basingstoke, United Kingdom, Dolphin seek to appoint the following key personnel to play an integral part in preparing the Group for a possible flotation on the back of continued international expansion.

#### Group Financial Controller

(Ref: DTL01)

Reporting to the Finance Director. Key responsibilities will include:

- Control and consolidation of group accounting and reporting activities.
- Budgetary co-ordination and assistance in operating activities.
- Significant involvement in branchings, together with ongoing involvement in mergers, acquisitions and international taxation issues.

#### Group Treasurer

(Ref: DTL02)

Reporting to the Finance Director. Key responsibilities will include:

- Identifying and implementing funding sources, including equity, high yield and bank and vendor debt.
- Ensure all surplus funds are invested to optimum return, and to manage and mitigate currency and interest risk.
- Manage investor relations activities and banking relationships.

#### Group Taxation Manager

(Ref: DTL03)

Reporting to the Finance Director. Key responsibilities will include:

- Provide tax engineering advice relating to acquisitions, financing and capital structure and ensure best practice.
- Minimise VAT liabilities and advise on transfer pricing.
- Liaise with TTW and support our European business in tax planning.

#### Group Financial Accountant

(Ref: DTL04)

Reporting to the Group Financial Controller you will be responsible for the following:

- Consolidation of Group Accounts to meet financial and budgetary control criteria.
- International reporting of accounts to European (IAS), Canadian and US Reporting Standards.
- Support financial reporting and systems of operating entities.

Candidates for all positions should demonstrate a proven background in similar roles ideally, but not essentially, encompassing Big 6 experience and exposure within the Telecommunications, Data or related hi-tech markets. Experience within publicly listed entities would be a decided advantage. International exposure for all these roles is essential. In return these posts offer excellent benefits, terms and prospects within one of the world's most progressive telecommunications groups.

## GROUP FINANCE DIRECTOR

FULLY LISTED PLC - MANUFACTURING SECTOR

WEST MIDLANDS

c.£80,000 + BONUS + OPTIONS

- Excellent opportunity to join a highly regarded, small but rapidly growing fully listed plc and contribute significantly as it moves to the next stage of its development.
- Strong portfolio of businesses designing, manufacturing and supplying a discerning, 'blue chip' customer base with range of complementary bespoke, added value products. Highly innovative, well invested and profitable.
- Working closely with the Group Chief Executive, challenges include assisting with the strategic development and operational management of the Group; continuing to build a commercially driven and proactive finance function; integration of acquisitions and investor relations.

- Graduate, qualified accountant, with proven track record at a senior level gained within a progressive and demanding organisation within the manufacturing sector. Experience of both line and corporate roles would be an advantage.

- Strong presentation skills with the stature and credibility to operate at Board level. Highly commercial with a customer service ethos. Able to build relationships with subsidiaries quickly.
- Powerful intellect, excellent team-building ability and creative approach to problem solving. Sense of urgency. Capability for career advancement.

Please apply in writing quoting reference: 1637

with full career and salary details to:

Whitehead Selection

3 Elm Street, London W7 3 8BB

Tel: 0171 290 2020 Fax: 0171 290 2085

[www.whiteheadselection.co.uk](http://www.whiteheadselection.co.uk)

**Whitehead**

A division of Whitehead John Ltd.  
Whitehead Group PLC Company

A wide range of  
newly qualified and junior

## Accountancy Positions

appear every Monday in the UK edition  
and every Friday in the International edition.

For more information, please call:

Effie White on  
Tel: +44 171 873 3456  
Fax: +44 171 873 4331

## Director of Internal Audit Europe

The Director of Internal Audit Europe will be responsible for the overall management of the Internal Audit function across the European region. The role involves the development and implementation of the Internal Audit strategy, the oversight of the Internal Audit team, and the reporting to the Board and the Audit Committee. The Director will also be responsible for the coordination of the Internal Audit function with the other risk management functions within the organization.

The Director will be responsible for the overall management of the Internal Audit function across the European region. The role involves the development and implementation of the Internal Audit strategy, the oversight of the Internal Audit team, and the reporting to the Board and the Audit Committee. The Director will also be responsible for the coordination of the Internal Audit function with the other risk management functions within the organization.

## Appointments Advertising

appears in the UK edition every Monday, Wednesday & Thursday  
and in the International edition every Friday.  
For further information please call: Karl Loynton on +44 0171 873 3694

0171 873 3694



# CORPORATE FINANCIAL MANAGER

£45,000 + Excellent Benefits

The IQ Group is one of the largest chemical companies in the world, with international strengths in coatings, speciality chemicals, materials and industrial chemicals. IQ aim to produce consistently high standards of performance through market leadership, technological edge and a world competitive cost base. Its vision is to be the industry leader in creating value for customers and shareholders.

As part of the Corporate Finance team based at the Group Headquarters, you will work closely with senior business and functional management. You will be involved in corporate projects from concept to completion and will be responsible for providing advice and support to businesses covering:

- Acquisitions • Divestments
- Financial Structures • Financial Arrangements • Joint Ventures

If you have the necessary qualities and would like to be considered for this position, please send your CV to Dawn White (quoting ref: FT0159) at FSS Financial on 0171 419 0213 (direct line) or FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Fax: 0171 419 0214. E-mail: [dw@fss.co.uk](mailto:dw@fss.co.uk) or visit our website at [www.fss.co.uk](http://www.fss.co.uk)



## CORPORATE CONTROLLER

Leading financial technology firm seeks a corporate controller to work in their NYC headquarters. The position requires excellent business & communication/people skills with the ability to handle multiple projects including budgeting, forecasting, financial analysis, internal auditing, cost accounting, contract management, billing and collections. You must be a self-starter, hands-on, motivated individual who is dedicated and hard working with a history of success. The position requires a minimum of 5 years experience in the financial industry (technology industry knowledge also a +), and proficiency in the use of computer accounting systems. We offer a competitive salary and a progressive benefits package. Please forward resume with salary requirements to: Dept 1612, 902 Broadway, 10<sup>th</sup> Fl, New York, NY 10010

## Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For information on advertising in this section please call Keeley Pope on 0171 673 4006

## APPOINTMENTS WANTED

### INTERNAL AUDIT/FINANCIAL CONTROLLER MANAGER

Heavyweight finance professional (CA & FMA) with many years' varied world leader experience (accounting, auditing, service & advice industries). Best & Swiss (47%), working German & French. Is used to travelling extensively. Works in Zurich but could relocate. Desires a permanent, contract or consulting role. TEL: 08 41 1734 30421

# ASSISTANT FINANCIAL CONTROLLER

## LONDON

Our client is a pan European industrial group and a leader in manufacturing light-metal components and systems for the automotive and telecoms industries. Since its launch three years ago, the company has experienced very considerable growth through acquisition and now has an annual turnover of £160 million. The holding company is based in London and has 6 European manufacturing subsidiaries.

To keep up with this growth, the company is now looking to appoint a dynamic individual who will play a prominent role in the growth and future development of the business. Reporting directly to the Group Financial Controller, your key responsibilities will include:

- Improving financial management disciplines and implementing strict group wide financial controls
- Implementing a new reporting system ensuring uniformity of accounting policies

For further information please contact John Copeland at FSS Financial reference FT0164, on 0171 209 1000. Alternatively, send/fax or e-mail to him at FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Fax: 0171 209 0001. E-mail: [jc@fss.co.uk](mailto:jc@fss.co.uk) or visit our website at [www.fss.co.uk](http://www.fss.co.uk)



# FINANCIAL SERVICES - INSURANCE SENIOR ACCOUNTANT

## Paris

## Attractive package

Exciting opportunity to join a recently formed pan European speciality lines underwriting operation, part of a major US corporation with an outstanding reputation in its field.

The Company specialises in the writing of liability insurance in the US and now in Europe out of three major centres. The corporate infrastructure is based in the US and there is now a need to appoint a senior accountant "on the ground", based in Paris, to establish and administer the full range of accounting, financial and reporting disciplines for all three offices.

The role reports to the President in Paris with a dotted line to the US headquarters and embraces the entire function; specifically this includes multi-currency accounting and reporting, tax and statutory filing, and co-ordination and liaison with outside advisors.

Candidates must possess an accounting qualification (and/or degree), fluency in English, French and/or Dutch as well as a minimum of 3 years experience in a relevant environment, preferably in the property / casualty market. Strong IT and interpersonal skills will be required, together with a familiarity of the accounting conventions in European countries.

Please apply with career details quoting ref 3076FT to Waggett & Co, 20 Savile Row, London, W1X 1AE. (Fax 00 44 171 439 0222)

WAGGETT & COMPANY  
executive search consultants



The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Karl Layton on +44 171 673 3894



# THE SERIOUS BUSINESS OF FUN

## West London

## Exceptional Packages

The Disney Store

Honolulu to Hong Kong, Melbourne to Munich, Paris to Puerto Rico and Venice to Vegas, with over 450 stores in prime retail locations around the globe. The Disney Store is recognised as one of the most innovative and exciting retail brands in the world. Following this period of phenomenal growth and development two opportunities have arisen to join this dynamic finance team based in their new European head office located in Hammersmith.

Both positions will provide a challenge from day one.

The Financial Accounting Manager will manage and lead a team of six, controlling monthly group and local management information. When year end arrives you will be required to ensure all statutory requirements are met and liaise with all necessary external bodies. While all this is going on senior management will look to you to manage, review and prepare information to enhance decision making within the organisation.

The Accounting Controls Manager. Again team management is key, leading a team of ten. Identifying investigating and reporting on non-compliance of policy leading to the design of a range of procedures and processes for appropriate line management. You will have the presence and ability to source and

manage external business partner/supplier relations, whilst investigating current practices and identify cost savings.

Clearly, high calibre candidates are sought for these demanding and rewarding roles within international finance. Applicants will be qualified accountants with 2-6 years' P&G who possess a strong track record in hands-on financial management within a large international group. You will have an affinity with the retail industry and international business culture coupled with knowledge of US GAAP. A second European language is desirable.

Interested candidates should contact retained consultant Ryan Elliott on 0171 344 5193, or write enclosing a full CV and covering letter to: Harrison Willis, Cardinal House, 39-40 Albemarle Street, London W1X 4BD. Please quote ref: FT0165. Tel: 0171 344 0361. E-mail: [ryan.elliott@hwgroup.com](mailto:ryan.elliott@hwgroup.com) Internet: [www.hwgroup.com](http://www.hwgroup.com)

HARRISON WILLIS



BIRMINGHAM • BRISTOL • CARDIFF • CROYDON • DUBLIN • GUILDFORD • LEEDS • LONDON • MANCHESTER • MIDDLESEX • NOTTINGHAM • READING • ST ALBANS



# FINANCIAL CONTROLLER

## Guildford

## Attractive Salary Package

DENNIS



BIRMINGHAM • BRISTOL • CARDIFF • CROYDON • DUBLIN • GUILDFORD • LEEDS • LONDON • MANCHESTER • MIDDLESEX • NOTTINGHAM • READING • ST ALBANS



The Dennis Group is a world leader in the design and manufacture of specialist vehicles for selected international markets. By maintaining a sharp focus on their chosen markets and staying close to customers they are able to deliver innovative designs with superior operating performance.

The Group's goal is to deliver consistently above-average growth in earnings through a combination of organic growth in existing markets and penetration of new sectors with related products both at home and overseas. Dennis has confirmed its position as the UK's principal bus supplier with some 42% of buses registered in 1997 bearing the Dennis marque.

An excellent opportunity has arisen to join their main operating division based in Guildford. Reporting to the Finance Director and working closely with the senior management team the role encompasses the following:

- Responsibility for the accounting function, ensuring strict controls and procedures are adhered to;
- The provision of accurate financial information, including management accounts, budgets and forecasts;

- Managing and developing the finance team;
- Controlling systems and procedures for overseas operations in Europe and the Far East, necessitating a degree of travel.

The successful candidate must be able to demonstrate good management skills and proven commercial acumen.

A qualified accountant with at least 3-4 years' P&G you will be technically strong and have a "hands-on" approach.

Manufacturing experience, although not essential, would be advantageous. This well established group offers excellent career progression.

Interested applicants should contact Claire White, at Harrison Willis, 10 Quarry Street, Guildford, Surrey GU1 3UY. Tel: 01483 303300. Fax: 01483 303799. E-mail: [guildford@hwgroup.com](mailto:guildford@hwgroup.com) Internet: [www.hwgroup.com](http://www.hwgroup.com)

HARRISON WILLIS

# TRAINEE FUND MANAGER

M&G

## EXCELLENT PACKAGE

M&G Group PLC, an independent company listed on the London Stock Exchange, was established as an investment management company in 1931. The Group markets investments to the public through a wide range of unit trusts, PEPS, investment trusts and unit-linked life and pension policies and also provides investment management services to company pension funds, charities and other institutional clients. The Group now has £19.4 billion under management and over 800,000 customers.

M&G has a distinctive investment philosophy based on a reluctance to follow fashion, a bottom-up approach to stock selection and a long-term view of investment and performance.

In order to complement its existing skill base, the UK desk now wishes to recruit a recently qualified Chartered Accountant to join its Fund Management team. Top 6-trained, candidates will demonstrate a proven track

record of achievement to date and a clear indication of interest in investment and/or fund management. Though a clean pass record and first-class academics are a pre-requisite, of greater importance is the ability to assimilate and communicate ideas and establish effective working relationships with clients. Confident and motivated, the successful applicant will assume genuine responsibility at an early stage.

For further details, please contact M&G's advising consultant Adrian Thompson at Hall Alexander on 0171 240 2101 quoting ref: ALI958 or write to him enclosing an updated curriculum vitae to the address shown below. You may also e-mail: [adrian.thompson@hwgroup.com](mailto:adrian.thompson@hwgroup.com)

Hall  
ALEXANDER

Financial Recruitment Consultants

114 St Martin's Lane, Covent Garden, London WC2N 4AZ  
Tel: 0171 240 2101 Fax: 0171 240 2060  
E-mail: [info@hallalexander.co.uk](mailto:info@hallalexander.co.uk)



BIRMINGHAM • BRISTOL • CARDIFF • CROYDON • DUBLIN • GUILDFORD • LEEDS • LONDON • MANCHESTER • MIDDLESEX • NOTTINGHAM • READING • ST ALBANS



# FINANCIAL CONTROLLER

## Herts

## c.£40,000 + Benefits

Our client manufactures, sells and services some of the world's most up-to-date scientific instruments utilised in both the medical and industrial sectors. With its parent based in Japan and businesses in many countries throughout the world, recent corporate strategies included the strengthening and expanding of its sales and service activities in Europe. To this end the organisation is now looking to recruit a Financial Controller for its UK business.

Reporting to the Managing Director, your remit will cover all aspects of the finance function plus information technology. It is anticipated that this role will lead to a Directorship in the medium term.

Key responsibilities will cover the following areas:

- The provision of detailed periodic management information coupled with the control of the transaction processes;
- Implementation of a new computer system;
- Development of internal controls and procedures to effectively control the assets of the business;
- Producing year end statutory accounts including liaison with external auditors;
- Continual development and motivation of subordinate staff.

This exciting new role would ideally suit a qualified finance professional with at least 15 years' post qualification experience who is looking for a hands-on role and the opportunity to play a leading part in the future development and success of this business.

You will be:

- ACA, ACCA, AICMA qualified;
- Experienced in both implementation and development of IT systems;
- Enthusiastic with a proactive and helpful nature;
- Technically strong with a common sense innovative approach to financial control issues.

Interested candidates should submit their full CV to Paul Kotucha or Richard Baker AICMA at Harrison Willis, 47 London Road, St Albans, Herts AL1 1LL. Tel: 01727 840660. Alternatively, details can be found on 01727 840662. E-mail: [richard.baker@hwgroup.com](mailto:richard.baker@hwgroup.com) Internet: [www.hwgroup.com](http://www.hwgroup.com)

HARRISON WILLIS



BIRMINGHAM • BRISTOL • CARDIFF • CROYDON • DUBLIN • GUILDFORD • LEEDS • LONDON • MANCHESTER • MIDDLESEX • NOTTINGHAM • READING • ST ALBANS



## IT Appointments

We help those who help the traveller.  
How far do you want to go?

Based at our world headquarters in Madrid, the following position is available:

#### Product Manager Internet Data Services

Ref: 610-1-98

Business Role: Analyse market and client needs for data related Internet products and projects, define products, co-ordinate and carry out the production process as well as the final administration and distribution.

Requirements: University degree in Business or Sciences, at least four years experience in product management of which two years as Project Leader in a New Technologies multinational firm. Database and/or statistical market data management experience. Marketing knowledge is essential. Excellent English both written and spoken. Spanish and/or French a plus. Knowledge in Travel and Reservations industry will be an asset.

We offer an attractive remuneration and an outstanding benefits package in a stimulating multicultural work environment.

Please address your application with a recent photograph, CV in English and letter with salary expectations, indicating the reference to: Amadeus Human Resources Department, Aptdo. de Correos 20.372 - E - 28027 Madrid. Email: joelchass@amadeus.net (If you send your CV by Email, please attach it in a Word 6.0 or RTF format)

**AMADEUS**

Amadeus is the leading global travel distribution system, offering a world-wide data network, a comprehensive database, a broad range of travel information and booking products and advanced technology solutions for the travel industry.

Airlines, hotels, car rental companies, travel agencies and other travel-related service providers rely on our system.

Amadeus offers the ideal position for a professional who wishes to work in an international and dynamic environment. Amadeus, represented in 119 countries on 5 continents, develops products and proposes solutions in two key areas: travel and communication.

Our managerial approach, as well as our company's dynamism and creativity represent the ideal stepping stone for enterprising professionals who want to develop their careers by assuming new and growing responsibilities.

## INTERNATIONAL BANKING & FINANCE

International Sales & Business person, growth oriented, entrepreneurial. Able to add monetary value  
Economist (US) 8 year plus experience of: Regulation, Banking Systems, Financial Sector Analysis  
Swaps/IR Analyst Programmer C, C++, Unix 2 yrs.  
FX Analytics C, C++, Sybase, Unix Applications Developers  
A/P with 1 year Visual Basic, Access, C++

Salary + package 80-150k + benefits

60-80k

35-65k

30-50k+

10-25k

#### CAMPION INTERNATIONAL RECRUITMENT CONSULTANTS

Africa House, 64/78 Kingsway, London WC2B 6AH

Tel +44 (0)171 831 6500/6005. Fax +44 (0)171 831 6622. Email: camcra@camcra.co.uk

## CPL SALES

### DUBLIN BASED INT'L MARKETING DIRECTOR

"Placing people first"

Challenging role with leading IT Co. Direct responsibility for entire EMEA mktg function. Multi-mil £ budget. Language an adv. Board level. Package £130,000+ & bens.

Contact Patrick on  
Ph +353 1 6146014 Fax 6146011  
Email: Patrick.Sheehan@cpl.ie

FT IT Recruitment appears each  
Wednesday in the UK edition, and each Friday in the  
international edition

For more information on how to reach the top  
IT professionals in business call:  
Chris Ibbotson on +44 171 873 3351

## European Head of IT Engineering and Infrastructure (Equities)

Total Package circa £200k

Our client is one of the world's largest corporate and investment firms with 50 offices across six continents and total capital in excess of \$11 billion.

The Global Engineering Infrastructure and Support Team is an autonomous unit that provides a dedicated service to the Global Equities Department. It is responsible for virtually all technical services within the division except application development.

We now seek a European Head of IT Engineering and Infrastructure to drive the European Equities division of the Global Engineering Infrastructure and Support Team. Reporting directly to the global head of the division, you will control a seven figure budget and have the opportunity to shape a team to work in 14 countries throughout the European network.

Technical Engineering decisions will form the core of this role which encompasses all technical design and implementation of the infrastructure; delivery of engineering and technical support to a consistently high standard; and cost benefit analysis.

In addition, the successful candidate will be responsible for creating stability and cohesion across all departments throughout Europe, strengthening relationships with user groups and improving business understanding.

Not surprisingly, for such a highly visible role, we're looking for a technically sound, commercially astute and highly creative individual.

The ideal candidate will be a strong leader and communicator with the ability to remain focused while multi-tasking. Candidates should have a proven track of team management within a dynamic business environment and be experienced in complex budgeting strategies and negotiating substantial outsourcing contracts.

This is a new and highly autonomous role. Your vision will shape the future of the European division and have a direct effect on the bottom line. Success will create outstanding global career opportunities within one of the world's most powerful financial organisations.

In the first instance please call Debra Young or Justin Willis on 0171 877 0755 or send your full CV by post, fax or Email to Maxwell Jamieson at the address below quoting reference number FT01.

**maxwell Jamieson**

International Financial Centre 25 Old Broad Street, London EC2N 1HN  
Tel: +44 (0) 171 877 0755 Fax: +44 (0) 171 877 0714  
email: mail@maxjam.co.uk

## SYSTEMS CONTROL MANAGER

### EXCELLENT OPPORTUNITY IN NEW TREASURY FUNCTION

#### LONDON

c. £60-80,000 + SUBSTANTIAL BENEFITS

- Previously Britain's largest building society the Halifax converted to plc status in 1997. With assets of over £150 billion, a customer base of over 20 million and almost 900 branches, it is one of Britain's leading banks.
- A major business sector of the Halifax Group. Halifax Treasury plans to expand its activities to create a full service bank treasury and capital markets division. This will involve relocating part of the business to London.
- A key player in the IT function will be the Systems Control Manager who will be responsible for establishing a professional quality controlled environment. Activities will include devising and implementing standards and procedures, conducting risk analysis on systems, regulatory liaison and advising on information security.

- Graduate calibre, you will have at least ten years experience in an IT function of a wholesale/investment bank. Extensive experience of systems methodologies and control techniques will be combined with an understanding of systems risk/compliance modelling techniques and implementation of QA/QC disciplines within an IT function. Audit exposure and knowledge of products in areas such as money markets, foreign exchange and capital markets would be advantageous.
- You will be a self-starting, tenacious facilitator who is able to operate effectively in a new operation at both strategic and operational levels. You will have excellent communication, interpersonal and people management skills as well as a strong propensity to action.
- This is an excellent opportunity to set up a small high profile team and gain exposure to the business as a whole as well as to senior management across the bank.

**HALIFAX**

Please apply in writing quoting reference 1624 with full career and salary details to:  
Flora Malowick  
Whitehead Selection  
11 Hill Street, London W1X 8BB  
Tel: 0171 250 2054  
www.pjnet.co.uk/whitehead

**Whitehead**  
SELECTION

A Division of Whitehead Malowick Ltd,  
a Whitehead Group PLC company



## Systems Accountant

C. London from £40,000 + Car + Bonus + Benefits

Since its launch in 1996, Prudential Banking plc has become a major player in the UK Financial Services market, taking £1 billion of deposits. To support its ambitious plans for the continuing development of the Bank they are seeking to recruit a key technical specialist for the Finance Department.

Your principal responsibility will be to maintain, support and develop the Bank's General Ledger system, collating key information on all aspects of a rapidly expanding business to present to senior personnel. As a result, it is essential that you have a comprehensive understanding of the JD Edwards integrated accounting package, combined with exceptional interpersonal and communication abilities.

Such an influential position demands a flexible and innovative individual, with a first class track

record in a systems administration environment and possessing the energy and drive to "make a difference". Part of a small team within the department, you will be committed to implementing creative solutions to the challenges posed by a dynamic operation. You will also formulate strong working relationships with business managers and non-technical personnel, both internally and outside the Bank.

A formal accountancy qualification is not necessary for this role, although an appreciation of management accounting would be advantageous. Strong spreadsheet skills will ideally be combined with a good working knowledge of database applications, such as Access. Salary will not be a limiting factor for the ideal candidate.

Write with full CV, including contact telephone numbers and salary details, quoting reference FT/166, to Patrick Donnelly, PD Consultants, 23 Durlston Road, Kingston-Upon-Thames, Surrey KT2 5RR.

## THE HIGHEST ACHIEVING YOUNG DEVELOPERS WORK IN THE CITY

### Opportunities in Business Applications Development

City Salaries between £30,000-£80,000 + Banking Benefits

Why are the brightest young developers working in the City? Because they're needed. In financial markets it is technology which is driving the business, shaping its possibilities and setting the parameters of what can and can't be done. This is why the City looks for the best technologists to help increase business growth. Every application is business critical - demands and standards are consequently high.

The first requirement is that you have an exceptional level of native intelligence which has been focused by the discipline of a numeric degree - possibly mathematics, physics or computer science. The second is that you have the imagination and creativity to anticipate solutions for tomorrow's needs, as well as today's.

In terms of specific technical skills, each of our clients will have particular requirements. For example, we are currently partnering a leading bank seeking to recruit applications developers to work on messaging systems utilising Visual C++, SQL Server with the opportunity to develop Java skills. Alternatively, a major UK investment bank urgently seeks computer science graduates for various development projects which demand C and Unix skills. In addition, a major UK bank requires a Delphi/MSQL developer to join a team tasked with front office development work. One of the UK's leading exchanges seeks analyst programmers at various levels (with between two-four years' experience) with technical expertise in C on Unix, an RDBMS and, ideally, C++, OO, NT experience. Finally, a leading banking organisation seeks analyst programmers with Visual Basic, NT, client server and, ideally, SQL Server or Informix to develop asset services applications.

In all cases the potential rewards are high if you possess the qualities our clients seek. Experience of financial markets is not required because they will be looking at your general achievements and potential rather than specific applications you have built in the past.

For further details, please contact Andrew Keene on 0171 806 1500. Alternatively, send your CV, quoting reference YDFY923, to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax: 0171 247 7478. Email: pdw@mcgregor-boyall.com or visit our web-site at www.mcgregor-boyall.com

**McGregor Boyall**

Business & Technology Solutions for Financial Markets

## Sybase

### Equities Trading Floor

Design, Tuning, Data Warehousing

To 70k

Contact: Annette Eaksonal,  
Bond Technologies Ltd  
7 Soho Square, 5th Floor  
London W1D 3QE  
Tel: 0171 334 5700  
Fax: 0171 437 5740  
Email: Eaksonal@bond.com  
www.bond.com

New York London Chicago

## Oracle



BOND TECHNOLOGIES

0171 201 1220